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**MAINTAINING SERVICE QUALITY THROUGH CUSTOMER
SATISFACTION**

Case: Jugend Home Hotel Pietarsaari

Thesis

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ABSTRACT

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<p>This thesis was written on the basis of importance of customer satisfaction in the hotel business. The level of customer satisfaction plays major role in terms of them choosing the same product again. As a higher level of satisfaction, a company gets a lot of benefits with repeated customers. Knowing customer satisfaction is an important aspect for the company. It helps a company to know the customers' needs or requirements and to design the service package according to their wishes. This report has presented how a person chooses the specific product or service to purchase, the importance of customer satisfaction, how customers get dissatisfied and what is the benefit to the organization and to the customer if customers are satisfied.</p> <p>This thesis gave the general aspects of customer satisfaction, including comprehensive knowledge about customer satisfaction and a survey was conducted on the satisfaction of the customers of Jugend Home Hotel Pietarsaari are the two major theoretical and empirical part of this research. The practical instructor during this thesis process was Annika Hietala, the managing director of Jugend Home Hotel, Pietarsaari.</p> <p>This thesis was conducted with a practical based research. According to this research subject quantitative research method was chosen. After a theoretical analysis this report was continued with the survey and analysis of the result of the customer satisfaction in Jugend Home Hotel. A close-ended questionnaire was distributed to the customers of Jugend Home Hotel, who were interested to participate in survey. After conducting the survey data was analyzed with the help of SPSS software. After interpreting and analyzing the data conclusion part was written according to the result. In appendix part, the questionnaire that was used on survey is presented.</p>		

Keywords: Customer dissatisfaction, customer loyalty, customer satisfaction, quality development, service quality

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1 INTRODUCTION

The history of customer satisfaction measurement dates back to around the early 1980s. The first measurement of customer satisfaction was done in the early 80s. The measurement was typically focused on assessing the driving factors of satisfaction and operationalization of customer satisfaction. By the mid 1980s the measurement was still focused on these both factors and academic research has since then been modified to construct refinement and the implementation of strategies to reach a higher level of customer satisfaction. Parasuraman, Berry, and Zeithaml (1985) contributed in scientific inquiry and the development of service quality theory. Their discussion proposed that the ration of perceived performance to customer expectation is the key to maintain customer satisfaction. In 1988 they again published a second related discussion focused on psychometric aspects of service quality. The SERVQUAL identified by them was focused on the performance component of the service quality model in which quality was defined as the disparity between expectations and performance, which is considered to be the first attempts to operationalize the customer satisfaction construct. In this SERVQUAL scale the primary areas are tangible scale, reliability scale, responsiveness scale, assurance scale and empathy scale. (Allen & Rao 2000.)

Until the early 1990s it was assumed that there would be a greater profit because of satisfaction. Companies with highly satisfied customers used to be more profitable and successful, but still that was only limited experimental proof to support that notion. Still there was an existing concept that if there is no direct profit to a company, then why a company should be customer oriented and try to improve customer satisfaction. Gradually competition in business and the changing trend of customer behavior forced companies to conceive the customer as an orbiter of the business and thus strive to improve the customer satisfaction level. In the modern age, customers are more important for a business and different kinds of tools and techniques are developed in the measurement of customer satisfaction. (Allen & Rao 2000.)

Nowadays the service industries have been mostly customer oriented. Business organizations have begun to emphasize the value of customer satisfaction, as customer satisfaction is the key to maintain a long-term relationship with the customers. Customer satisfaction is conceived as

the most reliable way to have feedback of their services. Taking their feedback into account it provides an effective and meaningful objective towards customers' preferences and expectations. This provides an important aid for service producers in order to produce service according to customers' wishes. One of the main functions of the management is to involve in the measurement of customer satisfaction and the improvement of both the enterprises and the services. If the enterprises do not know what customers want, then it becomes harder for them to improve the products and the services. According to Lord Kelvin, "If you cannot measure something you cannot understand it." (Quoted in Evangelos & Siskos). This is the reason, why customer satisfaction should be measured. Developing the feedback tools and system makes it easy to measure the satisfaction level of customer. Customer satisfaction measurement programs help to communicate with the customers and get to know if the provided services are able to fulfill the customers' need or not. (Evangelos & Siskos 2010,1-2.)

It is not easy for a company to know if the costumers are happy with the product or services they are providing. On the other hand, most of the customers do not want to express their experiences. A lot of researches have been made before on consumer satisfaction in various kinds of companies. Being both a product-and-service-providing company, the hospitality industry is quite sensitive in consumer satisfaction. That is why; it is always good to know the satisfaction level of the costumer in order to improve the service quality. This was the reason why this topic was chosen for this thesis. The importance of customer satisfaction for an organization is analyzed in this research as well as a survey is going to be carried out in order to find out the customer satisfaction level towards the service provided by the Jugend Home Hotel in Pietarsaari. More information about the hotel is described in chapter five

When service providers know the customers' expectation and requirements, then they are able to fulfill the customers' needs. Without knowing the satisfaction level of their own customers they cannot develop or improve their product or service. Measuring customer satisfaction is the best way to know the level of satisfaction and the customers' desires and to improve the services according to the customers' need. One of the main aims of this study is to familiarize with the customer satisfaction in the hospitality industry. The theoretical part of this research will reveal the importance of the customer satisfaction in the service industries and readers are able to have knowledge on customer satisfaction and its importance for an organization. It will provide the theoretical knowledge about how to maintain the customer satisfaction level and

the quality of the service provided, and give emphasis to what kinds of aspects affect the quality and how customers get dissatisfied. It will show the importance and the impact of the customer satisfaction in business. In the practical part of the study, there will be an implementation of a survey on customer satisfaction on the products and services provided by Jugend Home Hotel, Pietarsaari. Finally, the grand aim of the research is to give readers a broad knowledge about the customer satisfaction and implementation of the survey.

This report is mainly focused on customer satisfaction, especially in the hospitality industry. This is not related with other aspects of the hospitality industry, for example, employee satisfaction or internal marketing. The reader will be able to have certain and limited knowledge about customer satisfaction that is limited as the table of content. Practically this report will find out the customer satisfaction regarding the various services offered by Jugend Home Hotel.

2 CUSTOMER SATISFACTION AND DISSATISFACTION

The degree of satisfaction varies according to individual perception, liking, expectation and motivation. Previous studies and researches agreed that the customers are orbiters for a business. Satisfaction of the costumer is a key idea to be successful in the business. It helps to keep a long-term relation with the existing customer and also helps to find new customers. Nowadays, the business environment has become very competitive and it is not easy to maintain a business, that is why customer satisfaction is a key point in the business. Thus, the main aim of any enterprise is to build a rating system of customer satisfaction on the goods and services provided by the industries. To get a clear picture of the preference of the major customer groups, this measurement system should be based on extensive research, combining a variety of interviews and surveys. Krivobokva conceives a customer as an arbiter; enterprises are tend to industrial failure if the customer satisfaction is not taken into account. Customer satisfaction is based on customer's expectation. Despite the gap between customer expectation and the managerial perception of customers, enterprises have to try to understand a real expectation of a customer. (Krivobokva 2009,53; Allen & Rao 2000,1-5; Yi-Chin 2008,41.)

Creating and delivering superior customer value is the first step in the marketing process. If there is not any value made for the customer, there is no point in marketing the products. A firm is able to acquire a loyal customer and encourage customers to buy their products when it is able to create superior customer value with the yields of highly satisfied customers. As a result, there will be increased sales and profitability as well. When a customer is satisfied and delighted he/she will talk in favor of the company and its products. Many studies show that a small drop in the level of satisfaction may mean a large change in loyalty of the customer. (Kotler & Armstrong 2010.)

In this chapter, readers will find out the theoretical framework regarding the customer satisfaction based on offered product or services. This includes how a customer builds an image of organization on his/her mind and what kinds of aspects affect them to choose what types of products or services while purchasing, when they have had a wide range of choices and prices. Furthermore, the readers are able to know how a customer tends to become loyal to

the company, the reasons behind customer dissatisfaction and how the organization benefits by being loyal to the customer

2.1 Definition of satisfaction

Satisfaction is the fulfillment of one's wishes, expectations or needs or the pleasure. It is quite hard to define satisfaction in one sentence because it is about the complete consumption experience. Oliver defines satisfaction as:

Satisfaction is the consumer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under-or over fulfillment. (Quoted on Evangelos & Siskos. 2010.)

Oliver focused on the judgment of both of the product and services judgment to define satisfaction. Through this definition, it is clear that satisfaction is the degree of the fulfillment of a customer's needs. Satisfaction depends on how much an enterprise could fulfill the customer's needs and wishes. (Evangelos & Siskos. 2010, 1-2.)

However, satisfaction can also be defined in two other ways, one on the basis of outcomes and another satisfaction as a process. Westbrook defines satisfaction as outcome like this: "an emotional response of the experiences provided by, associated with particular products or services purchased, retail outlets, or even molar patterns or behavior such as shopping and buyer behavior, as well as the overall marketplace" (quoted in Vavra 2007.). Through this definition, satisfaction is the achievements where we can express our experience about the certain product or service that is purchased. Satisfaction as a process is emphasized on the perceptual, evaluative and psychological process, and these are also the factors affecting satisfaction. Engel and Blackwell define satisfaction as: "an evaluation that chosen alternative is consistent with prior beliefs with respect to that alternative" (quoted in Vavra 2007). Satisfaction is thus a process combining different stages in the process from customer expectation to consumption experiences. Different stages are evaluated in this process, such as satisfaction with a product, purchase decision, performance, and consumption experiences and re-purchasing the product. Different kinds of opinion have been presented from different philosophers, but they are all revealing that satisfaction is the expression of the experiences

about products or services after being bought by the customers. It is completely personal that one person can be entirely satisfied; while at the same time another can be partially satisfied with the same product or service. It depends upon the personal expectation (Vavra 2007,3-5.)

Customer satisfaction is influenced by many variables, such as price, lead-time, conformance, responsiveness, reliability, professionalism, and conveniences, and however a complicated combination of all of these. However, product quality is determined by what the product looks like, what it is for, behavior of salesperson etc. So the quality of the product and service should be under control of the enterprises, which is directly related with the customer expectation. If they are aware of customer expectations, they are able to mention product quality regarding the above-mentioned variables. (Cochran 2003.)

2.2 The importance of customers and customer satisfaction

A worldwide survey conducted by economists with over 500 senior executives, showed that 65% of the respondents mainly focused on the customer over the next three years, whereas 18% reported that shareholders were their main focus. Another study conducted in 2002 with 172 financial institutes showed a similar result as 72% institutes were focused on customers. Customers are the life of the enterprise. If there are no customers, there are no dreams about business. There will not be any revenue, any profit nor any market value. Customers are the extremely important driver for enterprises for long-term success. (Gupta & Lehmann. 2008.)

The reason behind the importance of a customer satisfaction survey for the product or services provided by the service providers, is to know how the customer actually feel about the product or service they have purchased. If the customers are happy with their purchase, they tend to purchase the same product or service again which helps the company to retain the customer in a long run. Peter and Olson (2001), shows some of the reasons why customer-oriented marketing strategy and customer are considered to be important to be successful in the business industry. For instance, the dramatic success of Japanese companies such as Toyota and Sony can be taken into account even in America, where many American companies could produce similar products, even though they focused on customer value. Customers accepted the standard of product, which was the lesson for many worldwide companies, not only for US

companies. (Peter & Olson 2001.)

Another reason for focusing on customer satisfaction is the changeable tendency on quality of customer and marketing research. Earlier, there were no details about customer data, their purchases and repurchases, and customer satisfaction as well. Even if there were some research and investigations to understand customers, they could not bring the companies' actual customers. Nowadays, there are many computer technologies, which makes it easier for companies to know their customers and the importance of the customers. Companies are able to know if their customers are satisfied with their products or not. Another reason for increased focus on customer satisfaction is the development of the Internet as a marketing tool. Previously, customers used to receive information in a traditional print or media advertisement. Nowadays, customers are themselves aware of that they can get access to know about products, compare the products with the similar products of other companies, pricing, customers' rating and reviews etc. Companies have faced some kind of pressure to be focused on customer satisfaction. (Peter & Olson 2001.)

A customer who is unhappy with his/her purchase is unlikely to purchase again and in that case, he/she will not be the only one who will know about the product, s/he may talk with other about product, so there can be others who might be having the same ideas about the product. In this way a person may have a bad image of the company. Therefore, a company should be aware of the power of word of mouth, as a customer will share with the friends and relatives about how good or bad experience he/she has got when purchasing a product or service. Meanwhile, word of mouth and the reputation of the company will be increased/decreased by the happy/unhappy customer. (Krivobokva 2009, 52-54.)

2.3 Advantages of customer satisfaction

In the past, Tourism has been conceived as the natural process of environmental and cultural resources of a particular place. It was perceived that hospitality industries are not able to influence demand, but they are only related to the supply part. Nowadays, analyses have proved that marketing efforts of the environmental characters and the touristic services may help to attract new customers. Touristic services include hotel industries and the higher

standard services as requested by guests, which in turn has enforced the competition within hospitality industries. Showing how necessarily or attractively the tourist destination is located to the customer may increase the demand of the tourist service. In this way, it is possible to understand that the importance of offering high standard services, and increasing customer satisfaction are widely recognized as fundamental factors for boosting the performances of the companies in the hotel or tourism industry. (Dominici 2010.)

There are many benefits of customer satisfaction. The ultimate advantage can be growth and profits for the company. But there are several other benefits of customer satisfaction, for instant, repeat buying, higher prices, loyalty in crisis, word of mouth, one stop shopping, new product innovation to name a few. Researchers have proved that the cost goes down with the customer who has made the repeated purchase and the productivity of marketing related activities will go up. On the other hand, dissatisfied customers might increase the cost of sales. They might slow down their payments, they can complain to the higher level of administration that might yield to be engaged in the legal department. That is why it is always better to avoid customer dissatisfaction rather than correcting something after their complaint. Customer satisfaction is helpful in the crisis time, which will ultimately give an advantage financially in the crisis time. Loyal and satisfied customers want the company to survive. If customers are happy with the product, they also want the company to exist and produce the same product with what they are satisfied. If customers are loyal and repurchase the product or the service package that might be helpful to avoid many crisis circumstances for the company. It is also important for a company to gain new customers and the customer satisfaction is also helpful in this matter. Word of mouth is really important in the business, which is likely to create a local image of the company. If our friends, relatives or co-workers say that a product or a hotel or a place is so nice and shares about his/her good experiences after their utilization, we will be impressed with that and if we have the same desire we want to visit that place or buy the same product or service. This is a kind of informal source of marketing but it is very important for a company. Word of mouth communicates in a very powerful way and leaves a strong influence in marketing. Researches have revealed that a satisfied customer talks to three other persons whereas dissatisfied customer talks with seven persons about the product or service. It is believed that customer satisfaction encourages one-stop shopping. If a customer is satisfied with one product of a company, he or she is willing to purchase another product of the same company. For instance, a customer who is impressed with the MacBook, is, at the same time,

satisfied with the apple Inc. and they are likely to buy iPhone instead of other mobile phones. There are other reasons why customers prefer one-stop shopping. It might be economical for the customer to place orders from the same company than multiple companies and they have to spend less time and travel cost as well. He/she might get a volume discount while making bigger shopping. That is why customer satisfaction is a win-win matter. Gupta and Lehmann (2008), explain advantages of the customer through Customer Lifetime Value (CLV). CLV is the total value of the present customers and the profit in the future generated by a customer in his/her whole life of his/her interaction with a company. (Gupta & Lehmann 2008,15; Sheth 2010.)

2.4 Customer satisfaction in leisure and tourism

In the tourism sector, consumer satisfaction is measured in different fields of the tourism industry. One of the major fields of the tourism industry is the hospitality industry. It is a highly increasing and competitive business in the world. Services provided by the hotel are basic criteria of customer satisfaction, which is why customer satisfaction is important in the hospitality industries. The importance of customer satisfaction is leading researchers to research into the process of judging satisfaction or dissatisfaction. Managers, marketers and researchers are all concerned with the improvement of the measurement of customer satisfaction to know the real level of customer satisfaction in a company. Satisfaction in tourism and hospitality is not a matter, which is related only with a single product or service. A tourist destination is a package of amenities and services combined of several multidimensional attributes. Satisfaction in tourism and leisure may rely on several industries and factors, for instance, destination, society, culture, locality, facilities in destination, means of transport and it also includes hospitality industries in a destination. (Prideaux , Moscardo , & Laws . 2006, 94-96.)

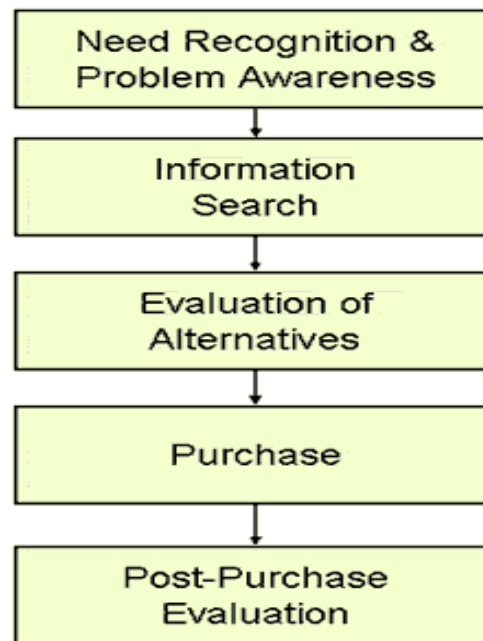
Today, service quality and customer satisfaction have become two major elements in the hospitality industry. Organizations are actively searching for new and perfect ways to promise more than other competitors and deliver more quality to the customers than actually promised. Service quality and the degree of satisfaction have become the most important differentiating factors in almost every hotel industry. Increasing competition and the expansion of unique

services has put force on hotel managers to search for the competitive advantage all the time. (Riscinto-Kozub 2008,35.)

2.5 The process of purchase decision-making and influencing factors

In economics, it is conceived that a customer purchases those products from which he/she gets more utility than the other products. Utility is the satisfaction with the chosen product or service. Utility theory reveals the technical function for the evaluation of alternative choices in which purchase decisions are made based on the principle of the utility maximization. The utility function works with U and the mathematical representation of the purchase decision preference is $U(x) > U(y)$, where utility from 'x' product is greater than the 'y' product and the customer wants to purchase 'x' product instead of 'y'. (Utility Theory 2012.) According to Kotler (2000), a customer tends to purchase those products from which he/she will get more customer delivered value. Customer delivered value is the gap between the total customer value and the total customer cost, where the total customer value is the set of the advantages that a customer gets from the particular product or service, and the total customer cost is the set of the costs for the entire process until purchase and however, post purchase. (Kotler 2000,34-35.)

Purchase decision is somewhat complex. An aware customer has many complex situations before purchasing a product or service. First of all, the customers need to know about the product and the financial situation themselves. For example, if one person is willing to buy a car for the first time he needs to know beforehand many things about the car: car brand, availability of car parts, price and firm's services after purchasing. Furthermore, he/she needs or wants to know about the substitute product of that product and finally he/she adjusts his/her purchase according to the financial situation. He/she has to face many problems still concerning if he/she should buy a BMW, Toyota or Ford; and a second hand or brand-new cars. The graph below shows more clearly about the generic model of consumer behavior, regarding purchase decision.



GRAPH 1 Generic model of consumer problem solving process (Adapted from <http://www.tutor2u.net/>)

The generic model of consumer problem solving shows the decision-making process, which is about solving the problem through a problem-solving method. First of all, a customer perceives a problem. For instance, a person has a one-week holiday and he wants to spend that with his/her family in a peaceful environment. Now, he/she has a goal of finding a place where he/she has always wanted to go. Identification of the problem is the first step of this model where the customer finds his/her ultimate goal, followed by the information search. A customer wants to know about the place, for which he/she tends to go to visit some travel agencies and discuss that with his/her friends or family and even tries himself/herself to find more information by surfing the Internet. The second step comes with the alternatives product, if he/she has had several alternatives to achieve his/her aim. He/she wants to know about the different firms, brands, companies, class models paying methods and reservation systems. For instance, if he/she is living in Finland, he/she has several options, such as Lapland, Barcelona or Las Vegas, or more other destinations for the holiday trip. The third step is the evaluation of the alternatives that could be a perfect place for him/her. He/she has been to Lapland already more than four times, Las Vegas might be quite far where only one week could be too short or he/she has to think about his/her budget too. There might come many problems until he/she finds Barcelona as a suitable destination for one-week holiday. And finally he/she gets to book

tickets and a hotel in Barcelona. The fourth step is called Purchase. (Kotler 2000: 178-182, Smith & Taylor 2004, 90-91; Peter & Olson 2001, 159-166; Consumer buying behavior. 2012.)

The last step of this model is the post purchase use and re-evaluation of chosen alternatives. It has been analyzed that in order to purchase a product or service, there are two different modes. If the customer is satisfied with the post purchase services of an organization, the customer tends to be loyal to the company and there is a chance of repurchase, but on the other hand, if the customer is not satisfied, he/she will change the brand or he/she will think about the alternatives. (Kotler 2000: 178-182, Smith & Taylor 2004, 90-91; Peter & Olson 2001, 159-166; Consumer buying behavior.)

Kotler emphasizes four main factors which influence buying behavior, such as culture, social, personal and psychological factors. The purchase decisions are dependent on the cultural background from where a child acquires the values, perception, preferences and the behaviors through his/her own family. For example, a child growing up in the USA basically has values like achievements and success, activities, efficiency and the practicality, progress, material comfort, freedom and individualism. Therefore, marketers also build the marketing segments by targeting specific cultural or ethnical groups. Social factors are conceived as reference groups. The family and society where a child was growing up influence the buying behavior. It is quite similar with the cultural factors, but social factors consist of some formal and informal groups to whom a person is directly or indirectly interacted. Formal groups could be formal institutions such as schools and youth clubs, whereas informal groups can be a family, community and the society, where he/she interacts with the persons. For example, from family a child acquires an orientation towards religion, politics and economics, personal ambition, self-worth, love and affection. Personal factors also influence the buyer decision. Those factors include the buyer's age, lifestyle, life cycle, occupation and the economic circumstances. Personal interest to food, clothes, furnishing, recreation are different according to age and lifecycle. After all, the psychological factor plays the main role in the buying behavior, which includes motivation, perception, learning and beliefs and attitudes. A person has different sets of needs in a particular time, but he/she purchases only that product or service based on the intensity of his/her needs. Maslow's theory shows how a person is motivated to purchase something, how a person buys food and how a person buys art. The

theme of Maslow's theory is that there is a hierarchy of needs and people move from the most pressing to the least pressing, or the physical materialist level to a more spiritual level. Maslow's hierarchy of needs presents the physical needs in the bottom of the human needs and through this a person fulfills up until the self-actualization needs. (Kotler 2000, 161-170; Knowles, Diamantis & Mourhabi 2004,48-51)



GRAPH 2 Maslow's hierarchy of needs (Adapted from <http://www.abraham-maslow.com>)

According to Maslow, all of the human behaviors are derived from particular needs. He has categorized all of the human needs in five different levels that are called hierarchy of needs. The first one is physiological needs, which are basic needs and meant for survival, for instance, food, water, air, sex, sleep etc. A person does not move to the second level of needs until the basic needs are fulfilled. The second needs are called 'safety needs'. When a person has fulfilled the basic needs, he/she wants to feel safe in his/her surroundings and wants to be secure by some factors such as employment and health. After this level is satisfied, a person wants to fulfill new needs and that is presented as love and belongingness. A person feels to whom he/she is belonging. He/she feels the need for friends, family and love. The fourth one is needs for self-esteem. People want to be competitive with others. A person always wants to be a reputed person in society, respecting others, seeking respect from others, being competitive with others and willing to show off the role of him/her self in society. The person

wants to justify the importance of being in his/her place. The last level of needs, according to Maslow, is self-actualization. In this level, a person follows his/her own values and norms. People behave according to their own morals that they have built in their entire life, and it is conceived that very few people are able to reach in this level. (Maslow)

2.6 Reasons for customer dissatisfaction

According to Timm (2002), researchers have proved that about 60-70 percent of lost customers leave the company not because of the product's price or quality, but rather because they feel that they are not valued. Customers complain according to their individual perception, which depends on the information of the product or service given by the company. Indeed, management should accurately provide the information concerning what they are able to deliver to the customer. Getting feedbacks and knowing why customers are unhappy can be helpful for service recovery. Knowing the particular reason of dissatisfaction helps to improve services and keep customers happy. Nonetheless, the management should be aware that if a customer gets even unhappier then the management team does not try to take the customer complaints into consideration and starts working on them. (Timm 2002.)

Every company has satisfied and dissatisfied customers. It is hard to know why customers are dissatisfied and how to solve the problem. There is another group of customers existing, called 'latently dissatisfied customers', who are satisfied but they possess some kind of dissatisfaction inside the satisfaction. This group is important and hidden but the management should not ignore them. Latently dissatisfied customers might cause to increase the defection rate but the management still has an opportunity to correct a problem before they decide to leave the company. (Lopez & Plaza 2000,88.)

Regarding how the service delivery misleads and how customers do not receive their expected service, it is good to understand about the gap analysis approach. This approach is also helpful for the management to understand the expectation of the customer and improve service quality. Two factors of service encounter are the customer and marketer. The customer purchases his/her expected service according to three factors, for example, word of mouth communications, personal needs and past experiences. However, the customer may be a new

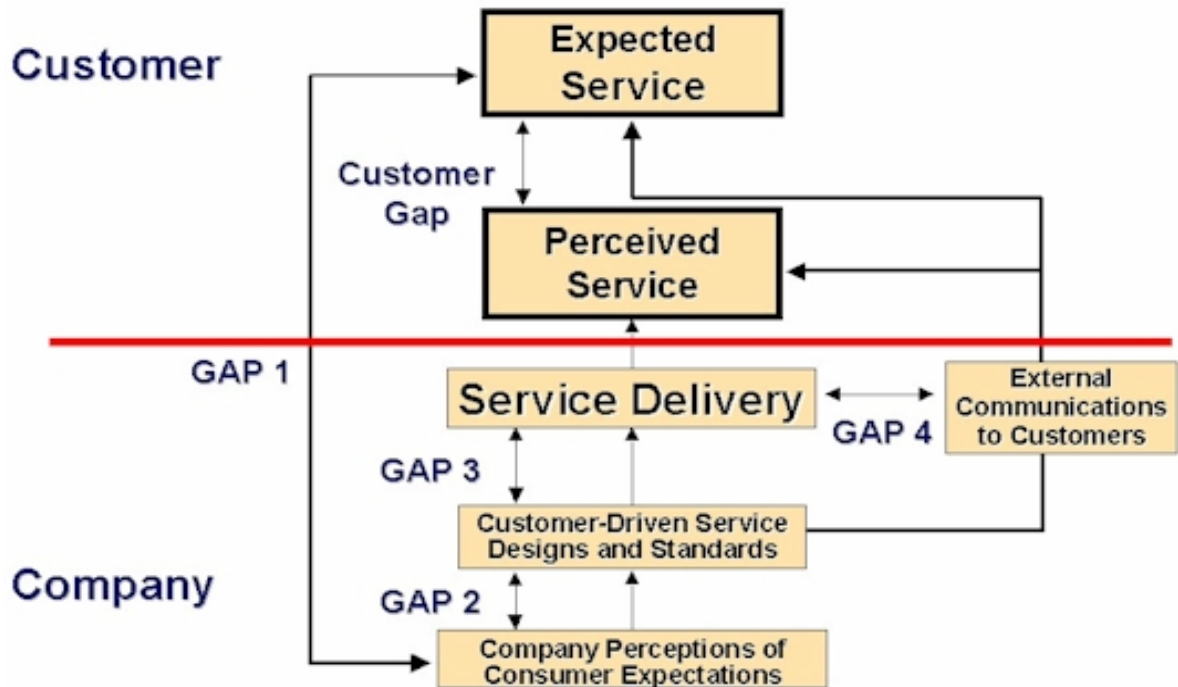
customer and he/she might not have the past experiences. A gap takes place to the customer side during the service encounter. There might be a gap between the expected service and the perceived service what the customer really received. This gap is known as gap 5 or the perceived service quality gap. On the other hand, there are many gaps to the marketer side. (Grönroos 2000, 100-106.)

The first gap is called management perception gap, which exists because of the wrong perception of management about customers' expectation about product or service. The marketer gets the inaccurate information from the market research or demand analysis and the information is interpreted incorrectly. Here is the gap between the management perception of customer expectation and the real customer expectation. The second gap is quality specification gap, which takes place when marketers specifies the service quality and the service specification is not exactly according to the perceived service quality. Planning mistake, insufficient planning process, and bad management is about to yield this gap. (Grönroos 2000, 100-106.)

The third gap is the service delivery Gap. This gap exists when they are not able to deliver the service according to the specification. The gap might take place because of too complicated specifications, however, employees do not agree with the specification or bad management service operation. The fourth gap is the market communication gap, which is in between the promise given by market communication activities such as advertisement and the delivered service. Point to be noted is the delivered service is the factor of this management side gap and the gap 5 or the perceived service quality gap as well, which is customer side gap. Now customers are not satisfied. This gap takes place because of market communications and planning are not according to the service operations. (Grönroos 2000, 100-106.)

In this way, a customer get dissatisfied when different gaps take place after market research until delivering the service to the customer. However, the analysis is inaccurate and a gap takes place that leads to the service failure or the dissatisfied customer. It will be clearer after having a look at the graph below.

Gaps Model of Service Quality



GRAPH 3. Gap model (Adapted from <http://ausweb.scu.edu.au/aw03/papers/deans/paper.html>.)

From graph 3, we can understand how the service quality is built up and how it is delivered to the customer. It shows the factors that affect the building of the service quality, how different kinds of gaps takes place, how customers build up their expectation and how the management takes the expectation of customer. The minor gap in every step is about to fulfill the customer expectation, which is able to have satisfied customers. (Grönroos 2000, 100-106.)

As discussed in this chapter, different kinds of factors are influencing a customer to choose a product or service. As service industries are sensitive a little dissatisfaction may lead customers to change the organization. Knowing about the customer desire helps to improve the customer satisfaction in a specific way. When an organization knows the desire of the customer, it is possible to develop the service or products according to customer expectation. Analyzing where and why their customers are dissatisfied more or less, and trying to improve the service package, helps to keep doing business again. Producing customer oriented service packages is a weapon to beat the competitors in the business.

3 SERVICE QUALITY AND CUSTOMER LOYALTY

The term 'service' is complicated in itself. Basically, it is not a product but in practice it is combined with the product for the purpose of giving a total package to the customer. For example, the provision of hotel rooms is a service but it combines the products such as bed, couch, TV etc., and even if the hotel room is conceived as a service those things are the product, which can be physically tasted. So, it is quite difficult to define service. There were many definitions and criticism about service and the service characters in the 1960s, 70s, and 80s. Gummesson (quoted in Grönroos 2000.) suggested the definition of service as "a service is something which can be bought and sold but which you cannot drop on your feet." After that, another definition of service was proposed as:

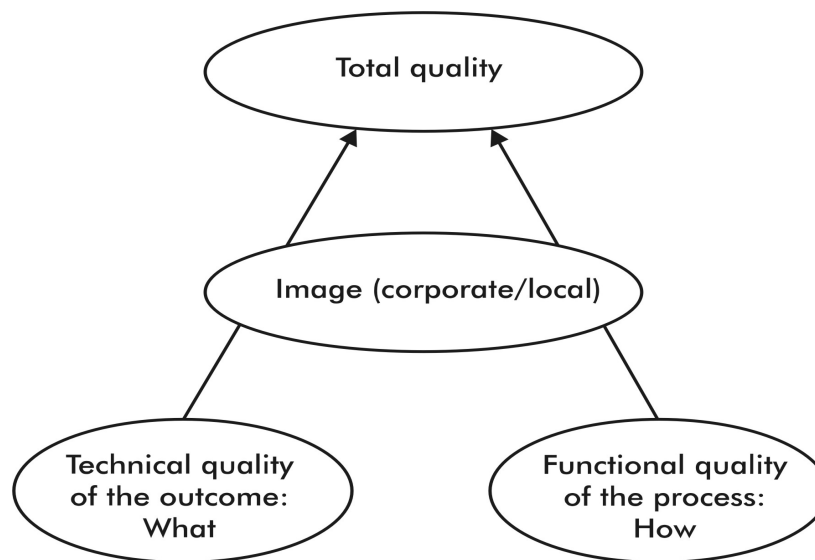
A service is a process consisting of a series of more or less intangible activities that normally, but not necessarily always, take place in interactions between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems. (Quoted in Grönroos 2000.)

This definition is pretty broad and clear so that we are able to understand service package content series of product and service as well. So service can differ from a product in many ways. As mentioned above, service is intangible where a product can be physically touched or tasted. Products produced from a company are homogenous but the service can be modified or heterogeneous. Service is inseparable where a product can be transferred or delivered to another place from where it was produced. Product is a thing, where a service is a process or series. Customers usually do not take part in the production process of a product but are participating as buyer-seller interaction in production process. There are many ways to distinguish between a service and a product but the three remarkable characters of the service are: intangibility, inseparability, and perishability. (Grönroos 2000, 45-49; Kandampully, Mok & Sparks 2001,15-19.)

3.1 Service quality and its dimension

Service itself contains many processes of consumption, where the producing and the consumption of the service cannot be separated. That is why, the quality of the service depends

on two separate dimensions: technical or outcome dimension, and functional or process related dimension. If a customer goes to sleep in the hotel restaurant it is important what is really offered to him/her in the bedroom or in the food. In this dimension, the main product is evaluated, however, it might be containing products such as beds, foods, TV, furniture as extra. This is the main but not sufficient factor that affects the service quality. Total satisfaction cannot be evaluated only with the technical dimension. Furthermore, customers are aware of how they have received those technical factors that come with the process related dimension. It is really important how customers receive those services, where staffs' behavior might affect the service quality. Both dimensions are important in influencing the customer experiences and are important in the total service quality. Only one dimension is not sufficient to account for the total quality. (Grönroos. 2000, 62-64.)



GRAPH 4 Total service quality and dimension (Adapted from Grönroos. 2000, 63)

Recent research suggests the physical environment of the service encounter as the third dimension of the total quality. They are about to enhance 'Where', with 'what' and 'How', as functional quality is influenced by the physical environment. However, the brand or image of the company is taken into account. If the company has a good image in the local place, customers are psychologically satisfied affecting the total quality or satisfaction. (Grönroos. 2000, 62-64; Kandampully et al 2001, 57-59.)

Gummesson made the 4Q model to interpret the service quality. 4Q contains design quality, production and delivery quality, relationship quality and the technical quality. Design quality refers to how well the total product is designed combining services and goods. Production and delivery quality refer to how the total service package is built regarding design. Relationship quality refers to how the service is delivered to the customer. Staff's behavior may have an effect in this process. Technical quality refers to the short term and long-term benefit of the service package. Customers' immediate and long term perceived quality is affected by those four qualities. Additionally, customers' expectations, image of the brand and the experience also affect the perceived quality. The total quality is the combination of all of these factors. (Tomas & Jurate 2006; Grönroos 2000, 70-71.)

3.2 Customer loyalty

The New Oxford American dictionary defines loyal as "giving or showing firm and constant support or allegiance to a person or institution" (Definition of Loyal 2012). Customer retention is important for most of the organizations since it is recognized as lower cost and most profitable to maintain existing customers than to have a new one (Chaill 2007). Customer retention has been one of the main goals of business enterprises. This is the question about why customers should be loyal to the business enterprises, since there are many competitors who supply the similar services and goods to the customer. If there is a perfect match between the total service package of enterprises and the customers' needs, customers will be loyal. It is all about the fulfillment of the customers' needs. Of course, customer loyalty depends upon the 'service quality' however, there is 'monopoly loyalty' if customers do not have any or less alternative choices. In this case, they have to purchase from the same suppliers. Sometimes cost, purchasing procedure, hassle factors will determine whether a customer is loyal or not. For instance, if only master card is accepted for payment in specific a hotel, every customer who want to stay in that hotel, might not have a master card and they have to choose another hotel. (Hill & Alexander 2006,14-15)

An enterprise requires developing Customer Relationship Management (CRM) to make an individual business outstanding in the crowd of customer (Robinson & Etherington. 2006). During the 1990s, customer loyalty has been perceived as an important part of the relationship

between marketing research and business. Customer loyalty plays an important role to change the market in a competitive environment. Every company is focused on cost reduction by concentrating on internal improvements. After internal improvements, enterprises focus on their own customers. They try to keep their existing customers and get new customers as well. Companies are aware of that winning a new customer is quite more expensive than the maintaining of the old customers that they already have. (Chaill 2007,6-9.)

According to Griffin, a company gets two benefits from the loyal customer. One is the repurchase from the same customer, and the second is the total share of the customer, meaning word of mouth from the satisfied customer. Increased customer satisfaction or loyalty is helpful to save the cost for the company, for instance, it reduces the marketing cost as the customer is already familiar with the product or the service packages. Frequent customers minimize the transaction cost because customers are aware of where, when and how the product or service is available and how they can order, so the company does not need to spend any time to make customers understand about the product or service. Beyond cost minimization, Griffin insists that companies are out of the price competition when their customers are loyal. Customers are not likely to be attracted by other brands, but if one is attracted by one product of a company he/she is likely to purchase other products, from which a single customer may increase the purchase. (Griffin 2012.)

According to Robinson and Etherington (2006), even customers would prefer to stay loyal to the company rather than changing the product or service and experiment the new one. It is kind of forming a companionship with the company. It makes their lives easier to stay with the same suppliers that meet the customers' needs. It is not easy to experiment and evaluate new products all the time. It is complex as we can find thousands of similar products or services in this world. The authors identify three reasons why customers try to find a new supplier, or not stay loyal. First, the product or service cannot meet their needs and expectations. Secondly, they believe they can find another best deal. Customers are always looking for the best deal regarding price, purchasing procedure or so on. Finally, the third reason is related to CRM. Customers leave suppliers if something goes wrong. According to The American Management Association's research on customer defections, 75% of customers leave suppliers because of shortcoming customer service, when 13% and 12% leave because of product performance and other reasons. Nowadays, customers do not leave the company just because they are not

satisfied but because they are not sufficiently satisfied, and they have got other choices as well. (Robinson & Etherington 2006, 1-2.)

Griffin describes a loyal customer as an individual who makes regular purchases and purchases across the product and service lines. S/he tells others about the product and services and the customer demonstrates immunity to the pull of the competition. Loyal customers are the only source of profit of any business, which depends on how they perform to attract customers in the first time purchase. Nowadays, accounting has been precise in a small sector of cost and profit, but still it has not defined the true profitability from a loyal repeat customer. A repeat customer may have need for the product and the company again and again. He does not need to ask anybody about the product or where it is available, and an enterprise does not need to pay for the employees that waste their time to explain or advertise to first time customers. It is very necessary to know each customer, how profitable they are and treat them well. Organizations should forget about advertisements and promotion or market surveys and they just have to concentrate on developing the product that directly meets the consumer's expectation. (Lawfer 2004, 197.)

Moreover, relationship and hospitality may keep the customer loyal but the major point is that the customer's needs and expectations should be fulfilled and s/he should be satisfied with the quality and the value of the product or service. Researchers have found that most of the dissatisfied customers do not want to complain about the dissatisfaction and readdress it, but leaving the organization is simply easier for them. Customers who express their dissatisfaction with the organization may expect to fulfill their expectation next time. Developing the tools of having feedback from the customers might be important to let them express their negative experiences about the product or service. However, this may also improve the customer loyalty. As service is intangible, it cannot be evaluated before purchase commitment, the customer has to rely on the credibility of the service providers and judge whether those service packages can meet their expectations or needs. Service description plays an important role in the future relationship, which deals with what the service promises before purchase, and what they provide during the service encounter to the customer. It totally depends on the trust for a strong and healthy relationship between customer and service provider. So, promises of the service provider may affect the customer loyalty in the future. (Rahaman 2004; Riscintokozub 2008, 25.)

4 INFORMATION ABOUT JUGEND HOME HOTEL

Jugend Home Hotel is located in the center of the small and beautiful city Pietarsaari. The hotel offers many service packages to several kinds of travellers, such as, business and leisure travellers. The hotel offers a variety of room services from where it is possible to have a look at the old city area and the beautiful botanic garden, the school park. The hotel has combined a quality service with a homelike atmosphere and modern comforts. Reasonable price and providing quality service with a nice experience to the customer is one of the characteristics of this hotel. Creating a special feature of own product and service and focusing on customer needs have made it outstanding from other similar businesses in the local area.

4.1 History

History of the business goes back to 1968, and it has been developed as a family business offering flexible and personal services to the customer. The building of this hotel was built as a Lutheran chapel in 1908. In 1956 the Swedish and Finnish congregation in Pietarsaari bought the house and built a 4-storey extension of stone and designed and refurbished according with the style of that time. In 1999 the Oy Sandlin Ab bought this building and removed the various covering of the surface of the hall. Sauna and conference departments were reconstructed and started being used in late 2001. In 2003, guest rooms with 25 beds in total finished and now the hotel offers accommodation in a pleasant environment to the customer. (Jugend Hotel 2012.)

4.2 Services offered by Jugend Home Hotel

The hotel offers various kinds of services to the customer. Guest home and food are the main services. All of the services offered by the hotel are described in following sub -chapters.

4.2.1 Guest home

The hotel offers 11 rooms as guest homes, including 3 single rooms, 5 double rooms, and 3 family rooms, where you can book a room according to your need and live in comfort and homelike environment. Each room is facilitated with TV and wireless Internet connection. The hotel has 21 new hotel rooms, including 2 suites, 10 single and 9 double rooms in the city center. All rooms are equipped with a bathroom, Wi-Fi internet, A/C, minibar, tea/coffee maker, blow dryer, TV, breakfast and sauna. One suite is the Wilma president suite in a theme of Finland. The interior of this suite is designed by a local furniture store in Pietarsaari, which sells Finnish design. Another suite is the Jugend suite whose theme is designed as old Pietarsaari. The interior is designed with old furniture and offers a sentimental value. (Jugend Hotel 2012.)

4.2.2 Jugend conference

The hotel is offering conference rooms for business customers. Some businesspersons can easily book the conference room in the hotel and have their meeting or seminar with another party. The conference rooms are designed with furniture with many decorations and the customers may book as their wish or needs. All the rooms are equipped with Wi-Fi internet, Overhead PC projector, video, paper board and white board. (Jugend Hotel 2012.)

4.2.3 Banquets

The hotel offer banquets for the customers to celebrate some occasion and have a party in a beautiful place to enjoy great moments with friends, families or employees and co-workers. Party halls are designed well and customers can book the hall according to their invitees according to their needs, halls are offered on different physical capacity: 10-40 persons and 40-230 persons. The hotel offers different kinds of suites, and wines for the party which can be viewed on the hotel's website or menu. (Jugend Hotel 2012.)

4.2.4 Jugend restaurant

Jugend restaurant offers Finnish traditional cuisine. The restaurant food is only offered with the reservation only for the group minimum 10 to 230 people. The hotel provides a fabulous environment for the gathering of friends with different menus that can be served as buffet for the large group, and on the plate for the small group of customers. There are two bars in the hotel where customers can cheer with their glass of wine and share the special moment with their friends. Among two bars, one is in the Jugendsalen and another in Salon Annick, where different kinds of wines and cocktail drinks are offered. The hotel offers their own wine from France and offers qualitative wine to reasonable prices. Targeting many social events the hotel delivers the necessary materials for the party such as chairs, plates, spoons, food, etc. (Jugend Hotel 2012.)

5 RESEARCH METHODOLOGIES

In this chapter the methods of research are described. This report started with providing theoretical knowledge to the readers about customer satisfaction, the importance of customer satisfaction in the business especially targeting the hotel industry, how a customer makes a decision to buy a product or service was described in the first part of the thesis. Considering the variety of qualitative sources, service quality and its effect on the customer satisfaction level, there have been described well in the thesis which is likely to give a conceptual knowledge about the service quality and the level of customer satisfaction to the readers. All of the analysis of the theoretical part belongs to the literature review, but research methods concern what typical method was used in the empirical part of the thesis. This includes how the data collection was conducted, what kinds of sources were used to collect data, how the collected data were analyzed and presented, are mainly determined by the methodologies. In the empirical part, basically a quantitative research method was used to conduct a survey on the customer satisfaction of the services provided by Jugend Home Hotel.

The research method should be chosen according to the subject of the research. Methodology is the way of collecting data or theoretical analysis of methods appropriate to the field of study. Quantitative data deals with numbers, which can be measured such as length, height, volume, area, weight, speed, time, temperature and so on, and on the other hand, qualitative data deals with description, which can be observed but cannot measured. The qualitative method focuses on the quality of the work, what the entire work is all about. (Veal 2006, 143.) For this thesis the quantitative research method was chosen.

The main aim of this research is to find out the satisfaction level of the customers of Jugend Home Hotel in Pietarsaari. According to the topic of the survey, a quantitative research method was chosen for this survey, which analyses the collected data in a quantitative way. Quantitative research will be helpful to understand the customer's view in a concrete way.

5.1 Data collection

After having made the research plan, the next step of research is data collection. According to Kothari there are two ways of collecting data and the researcher has to choose a proper source of data according to his/her research. The first method is collecting primary data that is taken from the direct survey or interview by the researcher. The researcher may have another option of using secondary data if available. Secondary data are the data about the same subject collected by someone else. Primary data can be collected for the research in different ways, for example personal interview, survey, observation, direct communication with respondents and through questionnaires etc. Secondary data collection methods are somewhat easier than primary data collection however, there are many benefits of primary data collection as research observes or takes data from the research subject directly it might be a little more reliable for the research. Research can record the natural behavior of the research subject or group. Research will be more known about the research subject, as he/she will be directly participate in the data collecting process. (Kothari 2008,95-101.)

In this study, data were collected by distributing questionnaires to the customers of Jugend Home Hotel. Collecting data using questionnaires is quite a popular method of data collecting. This method is being used by personal researchers, private/public organizations and governments. In this method questionnaires are formed in a particular way, which is discussed on the topic 'designing of questionnaire', and delivered to the respondents and they answer the question. There are many merits of using this method of data collection. This method is considered as a more low cost method than others. It is known as free from bias as respondents are free to give their own answer freely or however they choose the option as they are feeling. Respondents have enough time to read and respond and this method is known as a reliable method of data collection. (Kothari 2008,95-101.)

The interview for the survey will be basically depending on a pre-fixed questionnaire. A pre-designed questionnaire will be delivered to the costumer of the mentioned hotel. The questionnaire will be made on the basis of services provided by the hotel. The interviewees will be the customers of the Jugend Home Hotel in Pietarsaari.

5.2 Designing the questionnaire

A questionnaire is taken as the central part of the survey operation. A well-constructed questionnaire might yield a research which is successful and reliable, on the other hand it might have a higher response rate. According to Kothari three main aspects have to be considered while constructing a questionnaire. First is the general form of the questionnaire. Researchers have to think about what kind of questionnaire is good to use. Researchers have to present a concrete, same set of question in the same order to all of the respondents. The general form of the questionnaire may be chosen among closed ended and open ended, in advance. A closed ended set of questionnaire have some (usually 4-5) pre-determined alternative answers where the respondents are able to choose one of the options, however there might be some free space in each question or in the end of the questionnaire to give a free opinion. However, there are some limitations to this structured closed ended questionnaire. Structured questionnaires are easy and economical to analyze for the research. (Kothari 2008, 101-103.)

The second aspect that researches have to consider while constructing a questionnaire is question sequence. To receive a qualitative and reliable result of the survey, the research should give a concentration on the sequence of question while building the questionnaire. Well-sequenced questions makes it easy for respondents to understand the question, understand the relation and differentiate between one and another question. It takes less time to give answer to the questions. Kothari suggests to avoid building questions on personal character. Questions should be in flow smoothly. Relatively difficult questions, that take time to think, should be put at the last part of the questionnaire, and then the expected opinion of the respondent is already obtained even if they decided not to give answer to those questions. (Kothari 2008, 101-103.)

The third aspect that has to be considered is question formulation and wording. It is always good to use simple words in the questions so that every respondent can understand the questions very easily when they read once. Short, clear, and precise questions without any type of misunderstanding will make it easy to conduct the survey. (Kothari 2008, 101-103.)

Hill suggests that the researcher will have to know if respondents have the information to give an answer to the question. If they do not have information and give an answer in their imagination, reliability might be affected. If for example asking which is good energy to cook the food and the options were gas, electricity, the respondent will easily give the answer 'gas' if he has never used electricity. This kind of situation may mislead the result. Simple wording makes it easy to understand and consume less time to answer. (Hill & Alexander 2006, 115-116.)

Closed ended questions are formed with pre-determined possible alternative answers. There might be some questions where respondents have to choose 'yes' or 'no'. Close-ended questionnaires are easy to handle and it is easier to give answers to respondents, and they are quick and economic to analyze. As the questionnaire is the central part of a survey, it plays an important role in success of the survey. Relatively short and simple questions takes less time to answer for respondents. Question sequence should be moving from easy to more difficult questions. In this research all the questions were closed-ended, however, in some questions there was some space to write the reason of their response regarding a certain question. The questionnaires were built in English and in Finnish to make it easy for the respondent who do not know English or do not want to response in English. Interviewees had to choose one of the answers from the given options. Questions were made in different segments, for example, there were questions about the age, sex and the origin of the interviewee as background information. The middle part of the questionnaire is the vital part of the survey where questions were formed on the base of the various kinds of products and the services provided by the hotel, where respondents were able to rank the service of the hotel and show their satisfaction level. In the end, there were some questions that measured the aggregate opinion of the respondents on hotel service and their loyalty.

5.3 Reliability and validity

The term 'reliability' refers to how dependable or trustful the subject is. In the educational field it is used to measure how reliable the research result is, where reliability shows the same results even if the survey is conducted again and again. Reliability can be tested using some techniques, for instance, the use of established measures, exams, test-retest method and the

split half method. (Babbie 2010,158) Reliability is related with the result not with the researcher or the people who have been measured. According to Veal (2006:308), reliability measures whether the same result is obtained if the research is repeated, and 'validity' is related with if the data is measuring what it was supposed to measure. Validity is conceived as an extent to which the tools of measurement were able to measure the subject according to what it was purposed to measure. For example, if the customer satisfaction level was subjected to measure, the tools used in the survey should be successful in order to measure the customer satisfaction regarding the specific subject. Validity concerns the success of the study on measuring what the researcher attempted to measure, while reliability concerns the consistency or the result. (Miller 2012.)

This thesis will be the result of a broad analysis of theoretical materials combined with the survey conducted with the customers of the Jugend Home Hotel. With the help of a quantitative research regarding customer satisfaction, it attempted to find out the satisfaction level of customers on different products and services of the hotel. To maintain the validity and the reliability, the data collection process will be held in the related hotel. The questionnaire was designed on the basis of the services offered by the hotel and it would be successful to measure customer satisfaction level on those services. All or random customers who were interested to take part in the interview, were the participants of the interview. Only those could be the participants of the interview who were customers of the hotel frequently, or once and have experienced, and have information or knowledge about the services.

6 STATISTICAL ANALYSIS

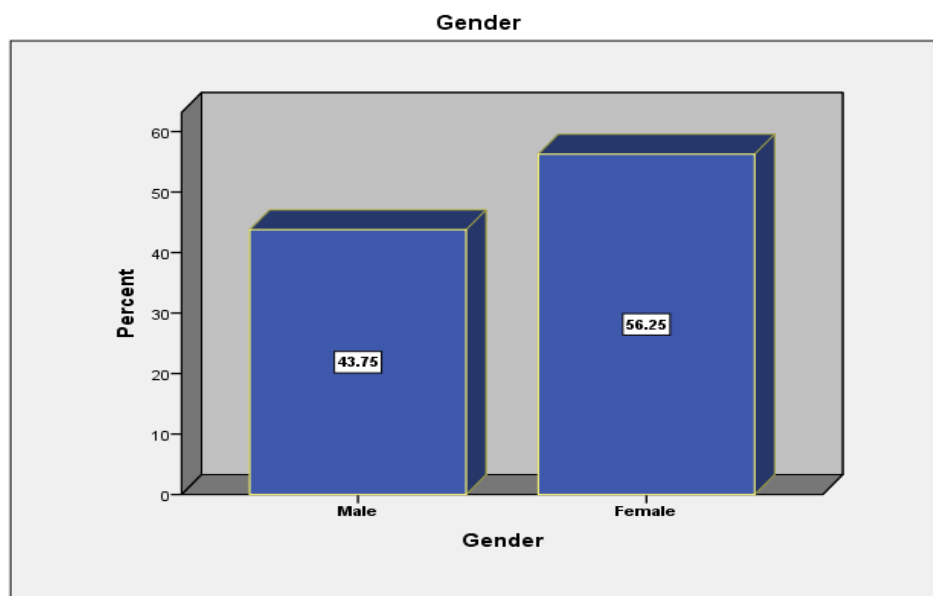
Questionnaires were distributed to the random customers of the Jugend Home Hotel and the research received sixteen responses from the customers with different gender, age group and the origins. Some respondents have not answered a few questions because of specific reasons, which is known as 'missing value' and it is coded as 99 in the SPSS analysis system. After collecting the data it was entered into the SPSS software for statistical analysis and this will be presented next.

6.1 Gender

TABLE 1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	7	43.8	43.8	43.8
	Female	9	56.3	56.3	100.0
	Total	16	100.0	100.0	

According to the survey there were 16 respondents altogether, and among them 7 males and 9 females who responded to this survey.



GRAPH 5. Gender

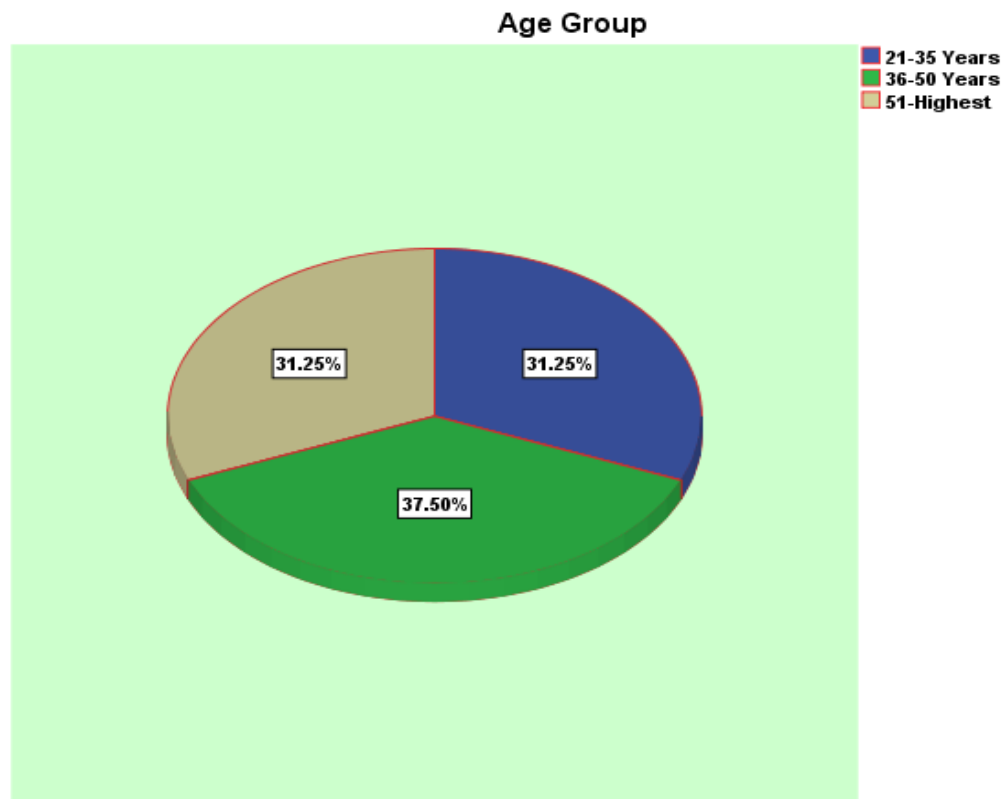
6.2 Age group

Respondents were asked about their age group and to state it. There were four alternatives: '1-20 years', '21-35 years', '36-50 years' and 'more than 50 years'. All of the participants have answered this question and there is no missing value. For more information it is suggested to have a look at the table and the graph below.

TABLE 2. Age group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-35 Years	5	31.3	31.3	31.3
36-50 Years	6	37.5	37.5	68.8
51-Highest	5	31.3	31.3	100.0
Total	16	100.0	100.0	

According to the results, respondents there were 31.3% of the respondents belonging to the 21-35 age group, 37.5% respondents were in the 36-50 age group, and 31.3% were more than 50 years old



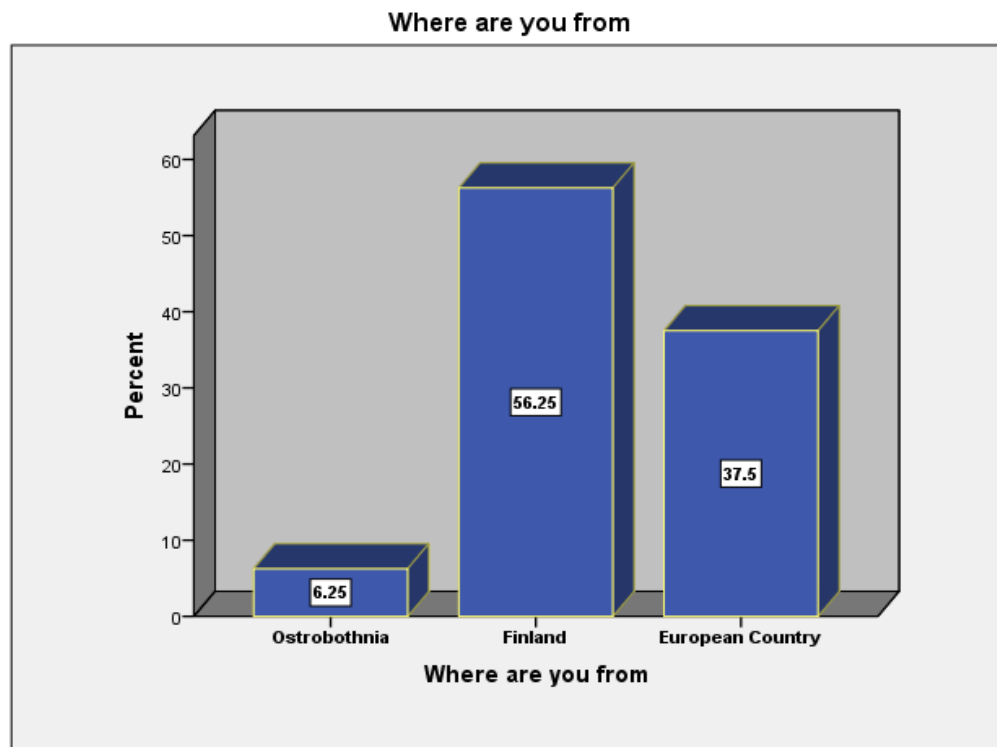
GRAPH 6. Age group.

6.3 Origins of customers

TABLE 3. Where are you from

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Ostrobothnia	1	6.3	6.3	6.3
Finland	9	56.3	56.3	62.5
European Country	6	37.5	37.5	100.0
Total	16	100.0	100.0	

Customers were asked where they were from. To answer there were the alternatives 'Ostrobothnia', 'Finland', 'European country', and 'Out of Europe'. All of the participants had answered this question. Among them, 6.3% customers were from the Ostrobothnia region. Out of Ostrobothnia but from Finland there were 56.3% of the respondents and 37.5% of respondents were from out of Finland from European countries including England, Sweden, Greece and Estonia. According to the results, there were not any respondents from out of Europe. For more information see the graph below.



GRAPH 7. Origination of customer

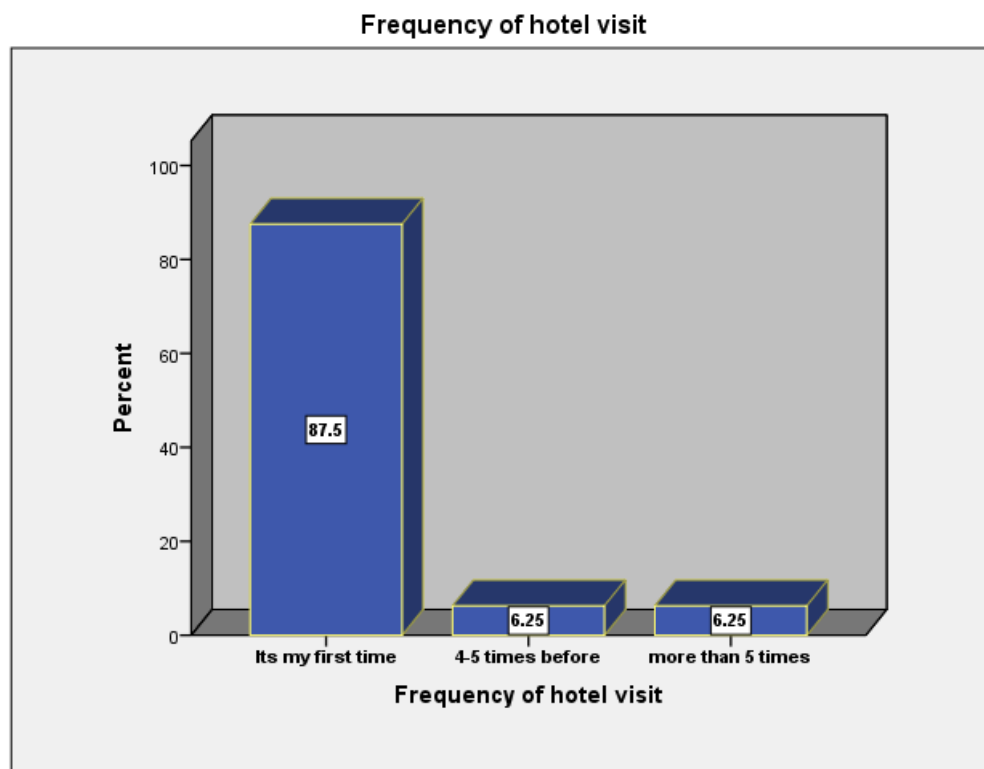
6.4 Frequency of hotel visit

Respondents were asked about how often they have visited this hotel before. They had to choose among the alternatives: 'it's my first time' '1-2 times before', '4-5 times before', and 'more than 5 times'. All of the respondents answered this question. Below is the table presenting how customers replied to this question.

TABLE 4. Frequency of hotel visit

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid It's my first time	14	87.5	87.5	87.5
4-5 times before	1	6.3	6.3	93.8
more than 5 times	1	6.3	6.3	100.0
Total	16	100.0	100.0	

According to the results, 87.5% of the customers were the new customers. Customers who had visited this hotel 4-5 times before were 6.3%, and the same amount of customers who visited this hotel more than 5 times.



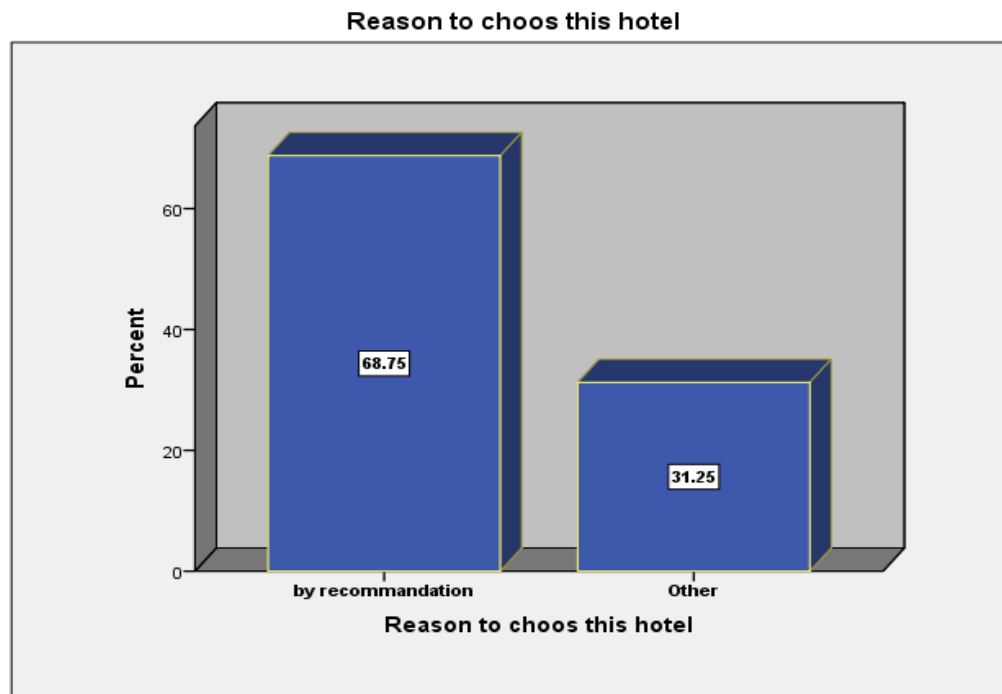
GRAPH 8. Frequency of hotel visit

6.5 Reasons for choosing the hotel

Respondents were asked about the reason why they chose this hotel. They had several alternatives to choose from, such as ‘previous visit was good’, ‘just randomly’, ‘by recommendation’, and ‘Other’. All of the respondents replied to this question, so there is not any missing value. For more information see the table and graph below.

TABLE 5. Reasons for choosing this hotel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	By recommendation	11	68.8	68.8	68.8
	Other	5	31.3	31.3	100.0
	Total	16	100.0	100.0	



GRAPH 9. Reasons for choosing this hotel

Among the respondents, 68.8% of the customers had chosen this hotel as they were suggested by others, and 31.3% of the customers had chosen ‘other’ as an option. In ‘other’ they were able to write free words and some of customers had written there that they found it on the Internet. Some wrote friendliness and some like French food. And it is notable that one customer found the price reasonable. It means it was a good deal for them.

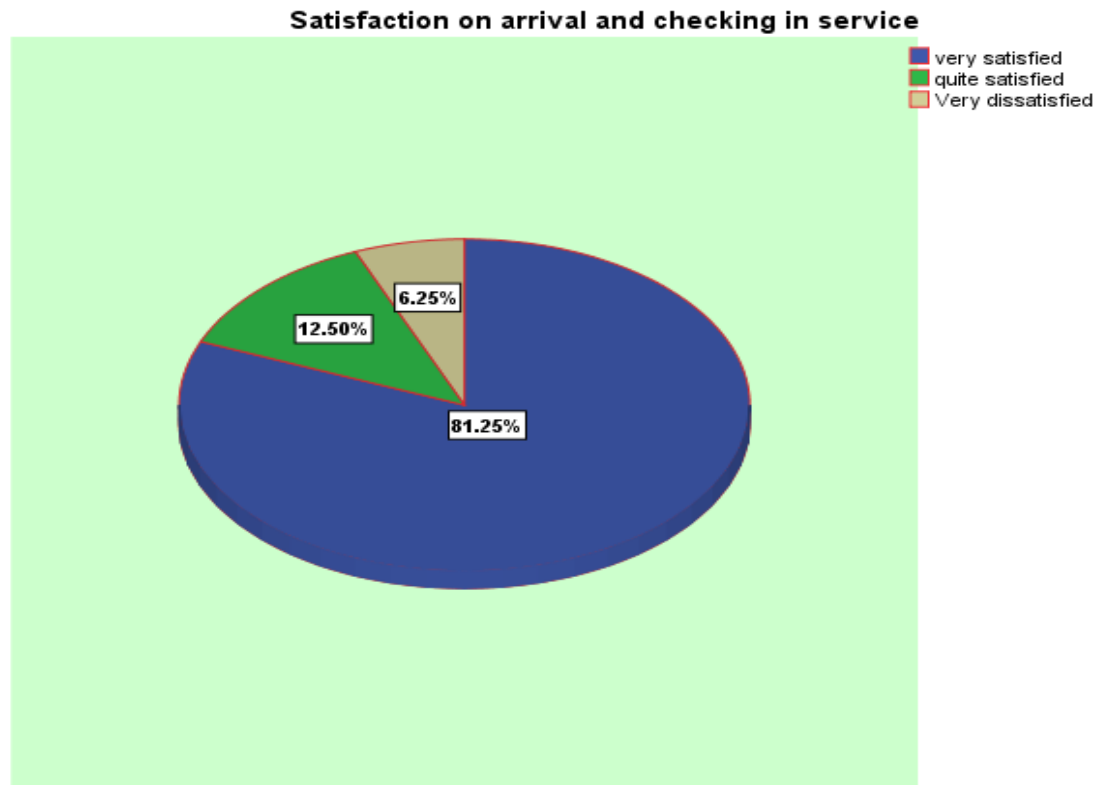
6.6 Interpretations of statistical data on different services

Under this heading readers will find the description of the data, table and the graphs according to the result. All of the similar results are included in this topic. For every question the table shows the result first and then below the reader will find the written description and the graph.

TABLE 6. Satisfaction with arrival and check-in service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	13	81.3	81.3	81.3
	Quite satisfied	2	12.5	12.5	93.8
	Very dissatisfied	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

Respondents were asked with the question ‘How satisfied are you with the service on arrival and checking in the hotel?’ and the alternatives were: ‘very satisfied’, ‘quite satisfied’, ‘I cannot say’, ‘quite dissatisfied’ and ‘very dissatisfied’. Among them all of the respondent have answered this question. For more information see the graph below.



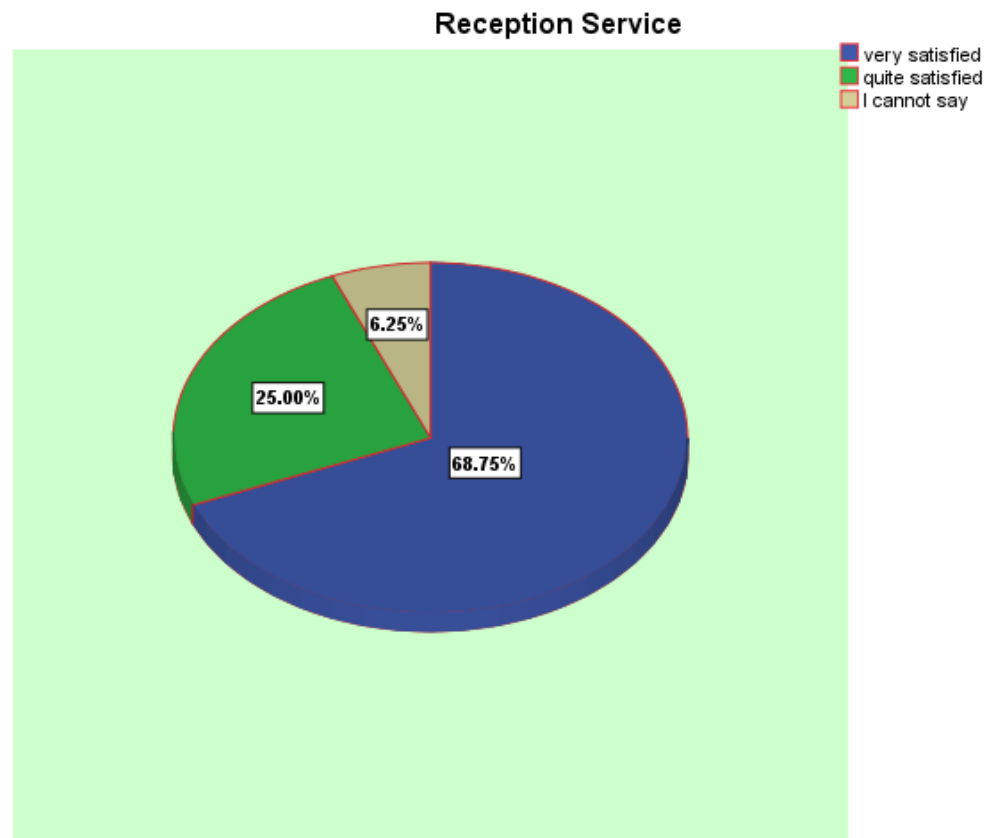
GRAPH 10. Satisfactions with arrival and check-in service

According to the graph above, among the respondents 81.3% of the customers replied that they are very satisfied with the service in arrival and checking in. 12.5% of the customers were quite satisfied, whereas 6.3% were very dissatisfied with the arrival and check-in service.

TABLE 7. Reception service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid very satisfied	11	68.8	68.8	68.8
quite satisfied	4	25.0	25.0	93.8
I cannot say	1	6.3	6.3	100.0
Total	16	100.0	100.0	

To know about the satisfaction with the reception service of the hotel, a question was made as ‘How satisfied are you with the reception services of this hotel?’ with the alternatives: ‘very satisfied’, ‘quite satisfied’, ‘I cannot say’, ‘quite dissatisfied’ and ‘very dissatisfied’. This question was replied by all of the respondents. Below is presented the statistical data and the graph.



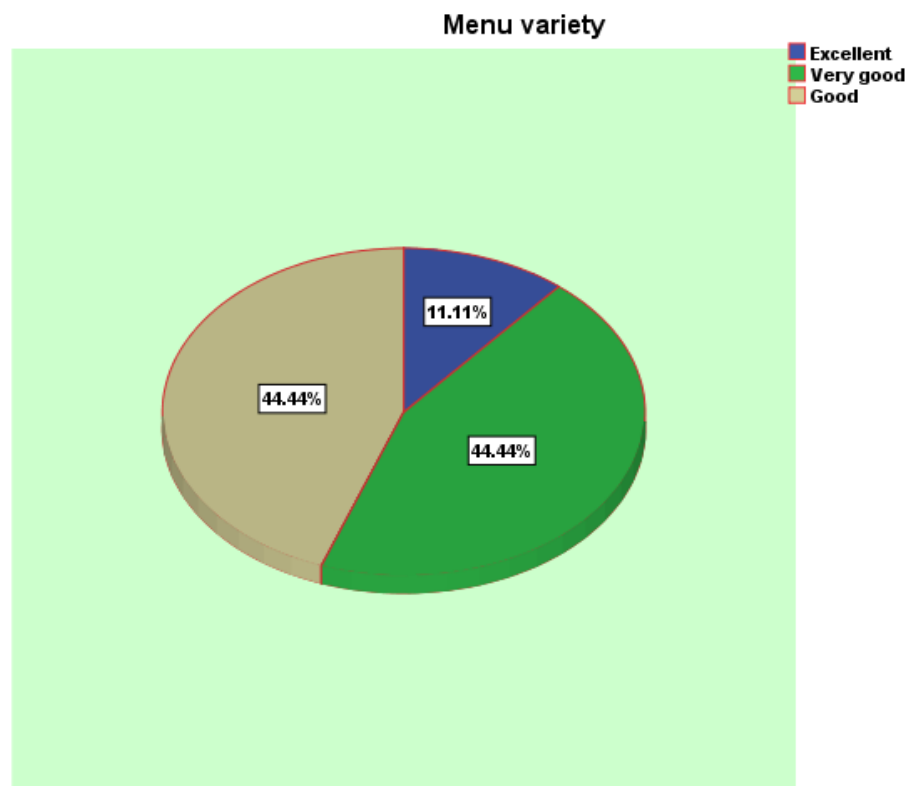
GRAPH 11. Satisfaction with reception service

According to the graph above, 68.8% of the customers who responded, were very satisfied. 25% of the customers were quite satisfied, and 6.3% of the respondents replied that they could not say.

TABLE 8. Menu variety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	1	6.3	11.1	11.1
	Very good	4	25.0	44.4	55.6
	Good	4	25.0	44.4	100.0
	Total	9	56.3	100.0	
Missing	99	7	43.8		
Total		16	100.0		

To know about the opinion of customers on available food in the hotel they were asked: ‘Menu variety in this hotel was?’, with the alternatives ‘Excellent’, ‘Very good’, ‘Good’, ‘Sufficient’, and ‘Satisfactory’. Some of the respondents did not reply to this question, as they did not eat hotel food. The result is presented in the graph below for more information.



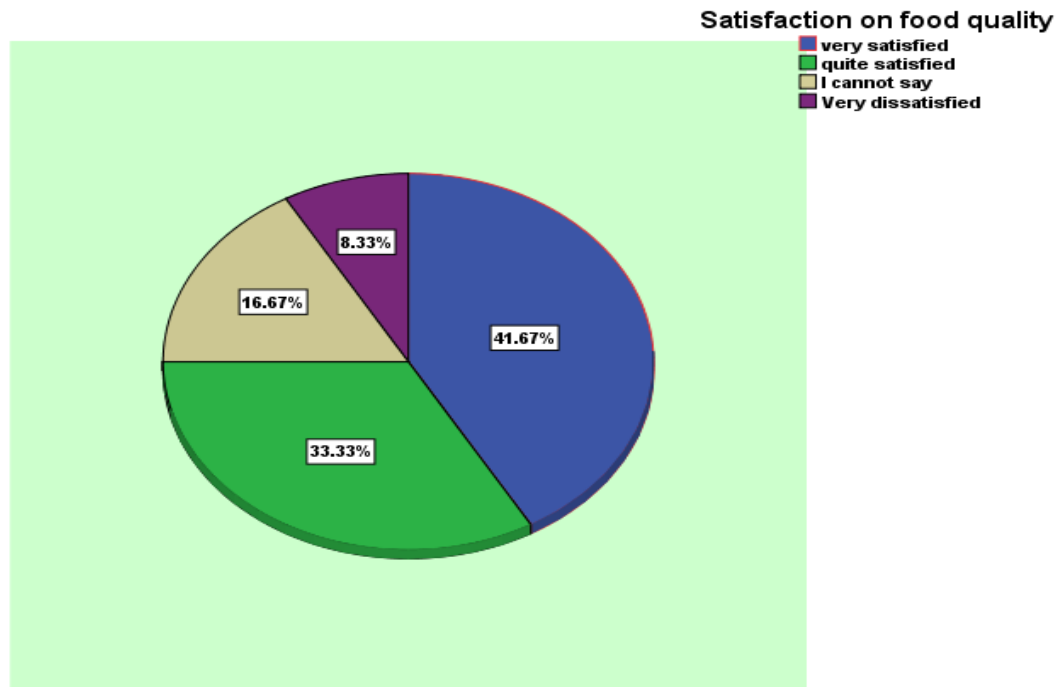
GRAPH 12. Menu variety

According to the results, 56% of the total respondents replied to this question and among them 6.3% responded that the menu variety was ‘Excellent’, 25% replied ‘very good’ and another 25% replied ‘good’.

TABLE 9. Satisfaction with food quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	5	31.3	41.7	41.7
	Quite satisfied	4	25.0	33.3	75.0
	I cannot say	2	12.5	16.7	91.7
	Very dissatisfied	1	6.3	8.3	100.0
	Total	12	75.0	100.0	
Missing	99	4	25.0		
Total		16	100.0		

To know the customer satisfaction on the food provided by hotel, customers were asked ‘How satisfied are you with the food provided by the hotel, regarding quality and quantity of food?’ with the alternatives of ‘very satisfied’, ‘quite satisfied’, ‘I can not say’, ‘quite dissatisfied’ and ‘very dissatisfied’. Some of the respondents did not reply to this question. Results are presented in the graph below.



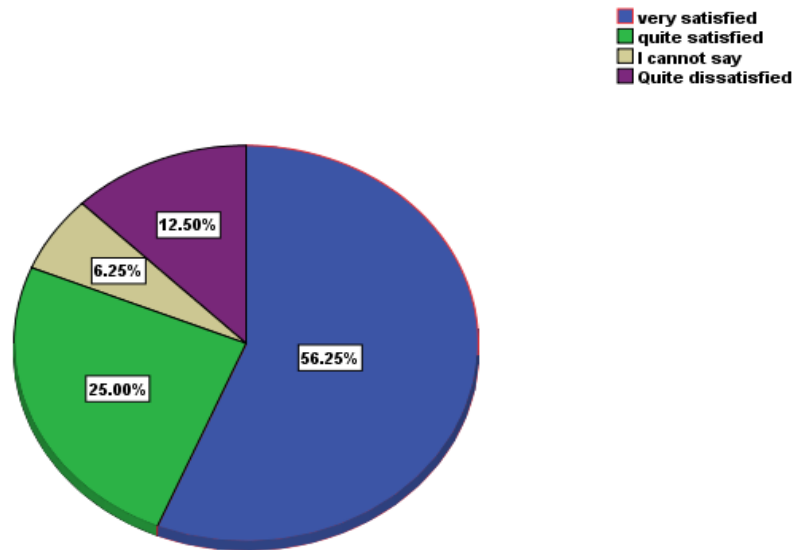
GRAPH 13. Satisfaction with food quality

According to the results, 75% of the respondents replied to this question. Among them, 31.3% of the customers were very satisfied with the food, and 25% were quite satisfied, where 12.5% have replied that they could not say, and 6.3% of the customers were very dissatisfied. Missing value in this question is 25%, who did not reply this question with some reason and some of them have noted, as ‘they did not eat food’.

TABLE 10. Satisfaction with Breakfast

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	9	56.3	56.3	56.3
	Quite satisfied	4	25.0	25.0	81.3
	I cannot say	1	6.3	6.3	87.5
	Quite dissatisfied	2	12.5	12.5	100.0
	Total	16	100.0	100.0	

Respondents were asked the question ‘how satisfied are you with the breakfast provided by the hotel?’ with the alternatives ‘very satisfied’, ‘quite satisfied’, ‘I can-not say’, ‘quite dissatisfied’ and ‘very dissatisfied’. All of the respondents replied to this question, meaning everybody has eaten breakfast in the hotel and there is no missing value in the table. For more information please have a look at the graph below.

Breakfast

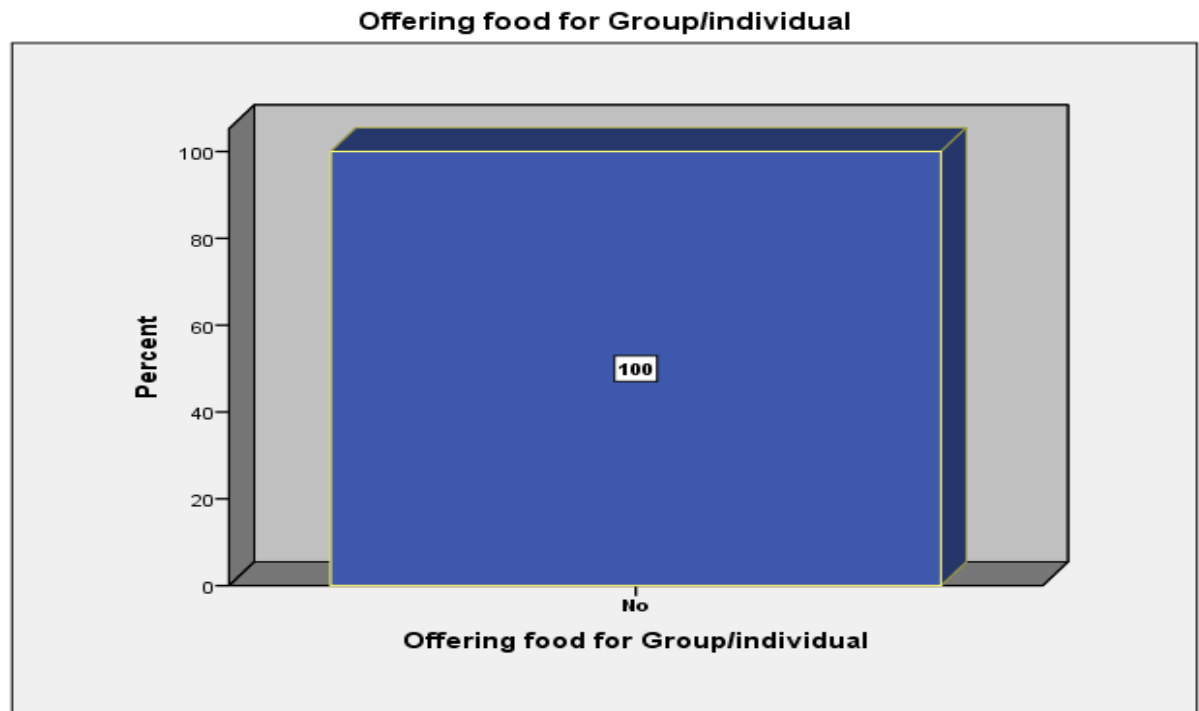
GRAPH 14. Satisfaction on breakfast

According to the result among the 16 respondents 9 respondents were ‘very satisfied’ with the breakfast. 4 respondents replied that they were ‘quite satisfied’, where one replied with S/he could not say, and 2 of the respondents were ‘quite dissatisfied’ with the breakfast of the hotel.

TABLE 11. Offering food for groups/individuals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	14	87.5	100.0	100.0
Missing	99	2	12.5		
Total		16	100.0		

As the hotel offers food only for groups it is wise to know if this offer is easier for the customer who is not in the group. So customers were asked ‘is it easier for you that hotel offer restaurant food only for groups?’ Respondents were supposed to choose ‘Yes’ or ‘No’. Among all 12.5% of the respondents did not reply to this question but all other respondents answered ‘No’. So here is a point to be noted that this offer is not that much easier for all individual customers who are not in the group.



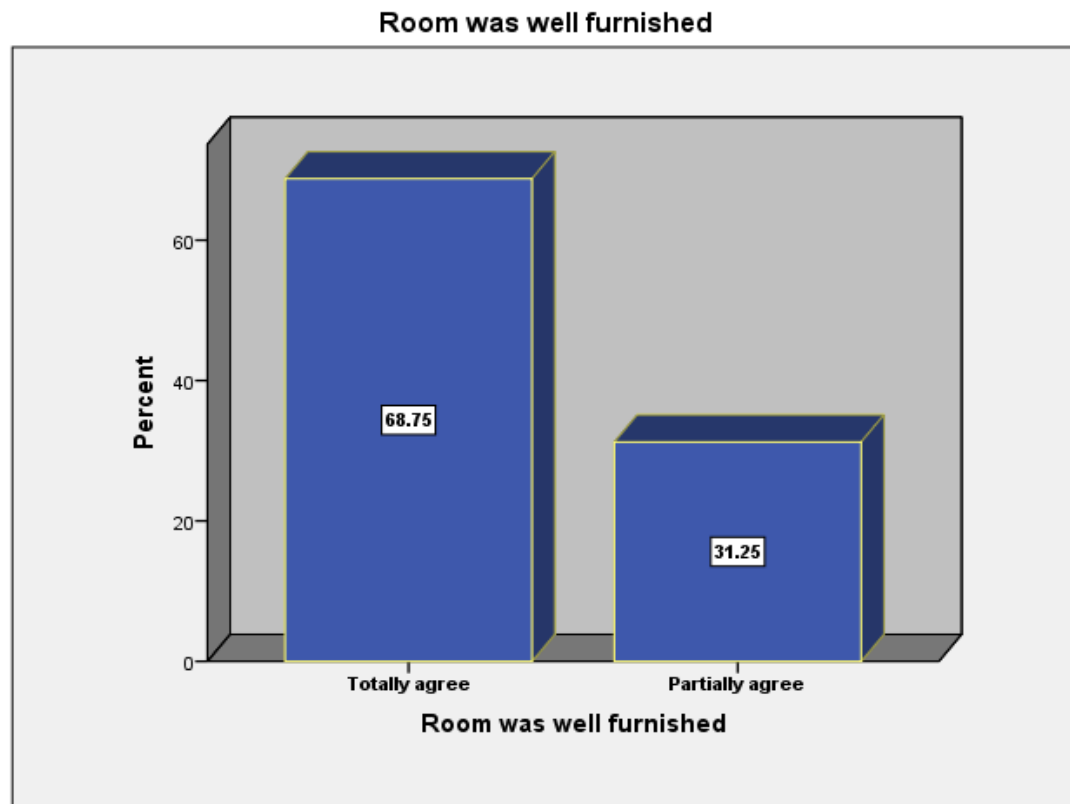
GRAPH 15. Offering food for groups/individuals

The result of this question is pretty unique that everybody who has replied this question has said that offering food only for group is not easy for them.

TABLE 12. The room was well furnished

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally agree	11	68.8	68.8	68.8
	Partially agree	5	31.3	31.3	100.0
	Total	16	100.0	100.0	

To know about the furniture in the bedroom, the respondents were asked 'Your room was well furnished' with the agreement option: 'Totally agree', 'Partially agree', 'I cannot say', 'Partially disagree' and 'disagree'. All of the respondents replied to this question. The result of the respondent is presented in the graph below.



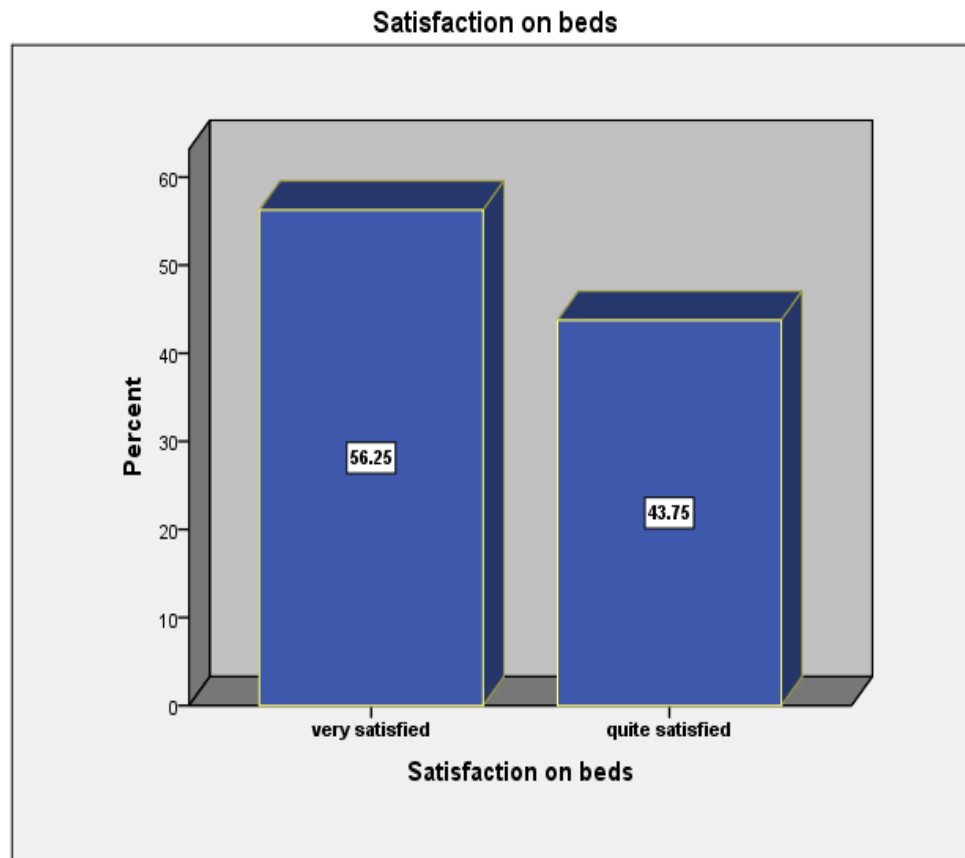
GRAPH 16. Furniture in room

According to the results 68.8% of the respondents totally agreed with that the room was well furnished, whereas 31.1% were partially agreed on this. And nobody had chosen other alternatives.

TABLE 13. Satisfaction with beds

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	9	56.3	56.3	56.3
	Quite satisfied	7	43.8	43.8	100.0
	Total	16	100.0	100.0	

To know the satisfaction with beds provided by the hotel customers were asked the question 'how satisfied are you with the beds provided by hotel?', with the alternatives 'very satisfied', 'quite satisfied', 'I cannot say', 'quite dissatisfied' and 'very dissatisfied'. All of the participants in the survey replied to this question. The result of the survey is presented below in the graph.



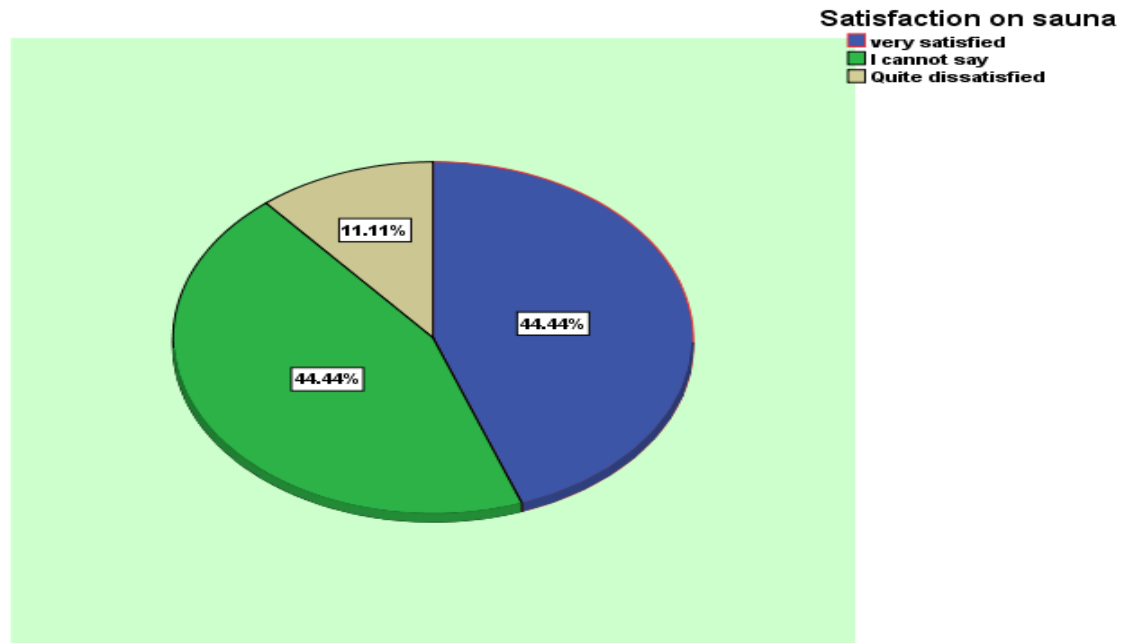
GRAPH 17. Satisfaction with beds

According to the result of satisfaction with beds provided by the hotel 56% of the respondents were 'very satisfied' with the beds whereas 43.8% were 'quite satisfied'. There were not any respondents who were dissatisfied or partially dissatisfied.

TABLE 14. Satisfaction with the group sauna sauna

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	4	25.0	44.4	44.4
	I cannot say	4	25.0	44.4	88.9
	Quite dissatisfied	1	6.3	11.1	100.0
	Total	9	56.3	100.0	
Missing	99	7	43.8		
Total		16	100.0		

Respondents were asked if they were satisfied with the group sauna in the hotel. Among all of the respondents, only 56.3% replied to this question. The rest of the respondents did not reply because of some reason as they have noted down that they did not use the sauna. Missing value in this question is thus 43.8%. The result is presented in the graph below.



GRAPH 18. Satisfaction with the group sauna

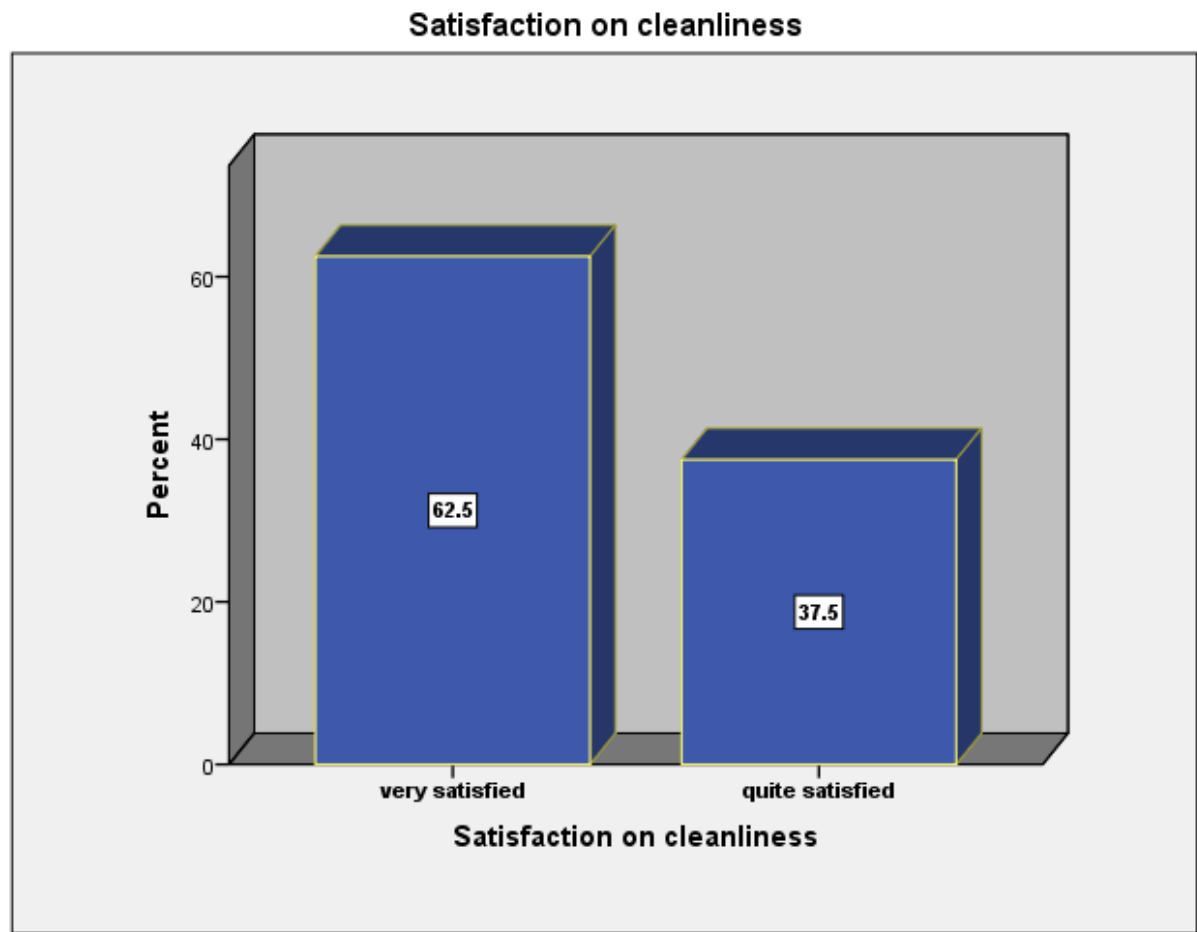
According to the results, 25% of the customers were ‘very satisfied’ with the group sauna in the hotel. Another 25% have replied that they could not say, and 6.3% of the customers were quite dissatisfied with the group sauna.

TABLE 15. Satisfaction with cleanliness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	10	62.5	62.5	62.5
	Quite satisfied	6	37.5	37.5	100.0
	Total	16	100.0	100.0	

The question was asked ‘How satisfied are you about the hotel cleanliness?’, with the option ‘very satisfied’, ‘quite satisfied’, ‘I can not say’, ‘quite dissatisfied’ and ‘very dissatisfied’. All of the respondents replied to this question and there is no missing value. For more information

the graph is presented below.



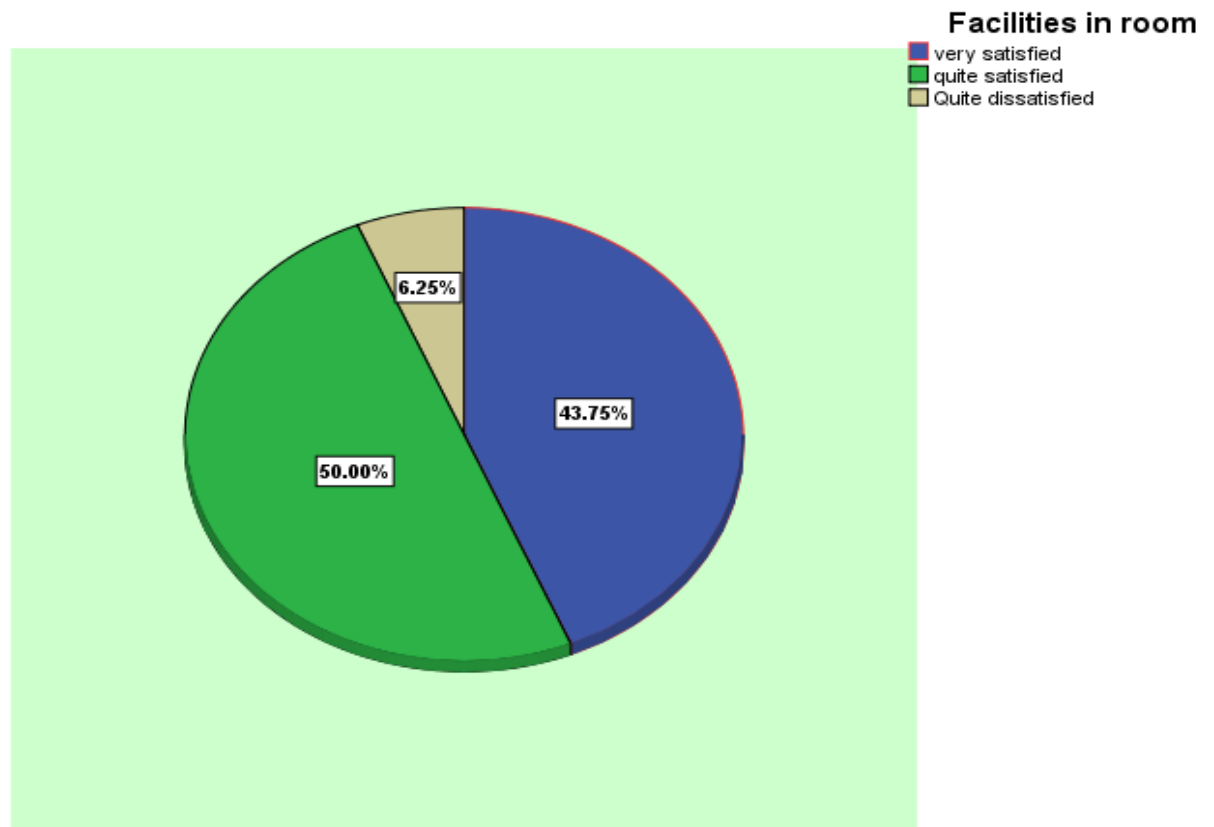
GRAPH 19. Satisfaction with cleanliness

According to the survey result, 62.5% of the customers were ‘very satisfied’ with the cleanliness of the hotel. 37.5% of the customers were ‘quite satisfied’ with the cleanliness. As we see the result there were nobody who was ‘dissatisfied’ with the cleanliness.

TABLE 16. Facilities in the room

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	7	43.8	43.8	43.8
Quite satisfied	8	50.0	50.0	93.8
Quite dissatisfied	1	6.3	6.3	100.0
Total	16	100.0	100.0	

To know the satisfaction level on the facilities in the bedroom provided by the hotel question was asked 'Have you been satisfied with the facilities available in bedrooms such as internet, TV and Telephone etc?'. Five alternatives were provided: 'very satisfied', 'quite satisfied', 'I cannot say', 'quite dissatisfied' and 'very dissatisfied'. All of the participants replied to this question so there is not any missing value. The result of the survey is shown in the graph below.



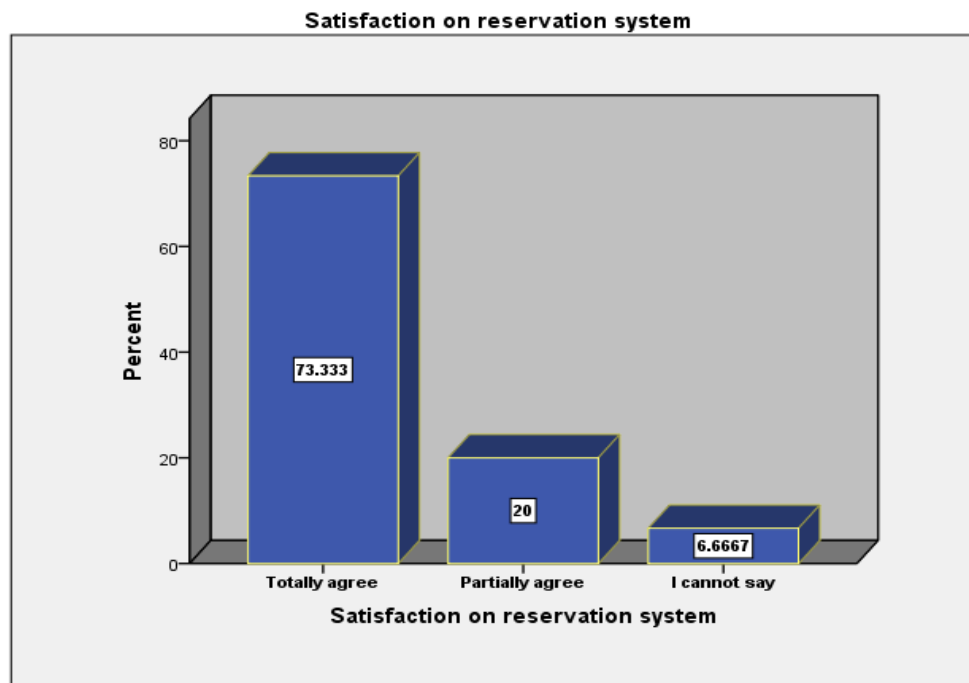
GRAPH 20. Facilities in the room

According to the results, 43.8% of the respondents were 'very satisfied' with the facilities in the bedroom provided by the hotel, whereas 50% were 'quite satisfied', and 6.3% were 'quite dissatisfied'.

TABLE 17. Satisfaction with the reservation system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally agree	11	68.8	73.3	73.3
	Partially agree	3	18.8	20.0	93.3
	I cannot say	1	6.3	6.7	100.0
	Total	15	93.8	100.0	
Missing	99	1	6.3		
Total		16	100.0		

Respondents were asked the question ‘Reservation system of this hotel services are good enough’, they could choose among the alternatives: ‘Totally agree’, ‘Partially agree’. ‘I cannot say’, ‘Partially disagree’ and ‘disagree’. Some of respondents did not answer this question, that is coded as 99 in the above-mentioned table. Some customers who did not reply to this question had written ‘booked by friend’. The result of the respondents is presented below in the graph.

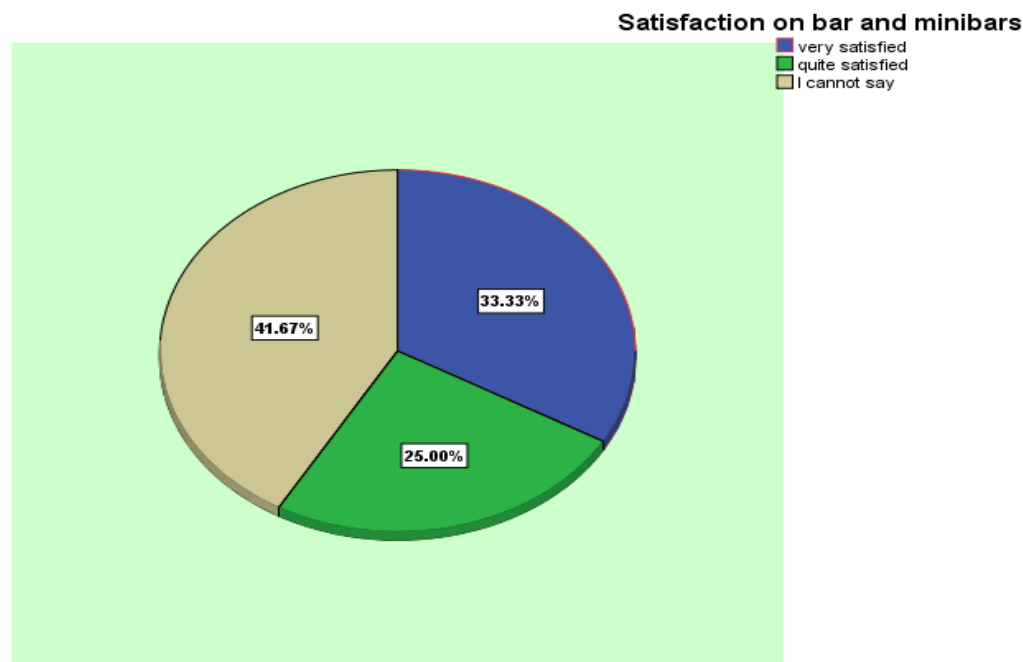
**GRAPH 21. Satisfaction on reservation system**

According to the results 68.8% of the respondents chose ‘totally agree’. 18.8% of the customers showed partial agreement with the statement whereas 6.3% said that they could not say anything.

TABLE 18. Satisfaction with the bar and minibars

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	4	25.0	33.3	33.3
	Quite satisfied	3	18.8	25.0	58.3
	I cannot say	5	31.3	41.7	100.0
	Total	12	75.0	100.0	
Missing	99	4	25.0		
Total		16	100.0		

As the hotel has two bars and there are mini bars in the bedroom, customers were asked ‘how satisfied are you about the bars and mini bars in this hotel and hotel rooms?’, they could choose ‘very satisfied’, ‘quite satisfied’, ‘I can not say’, ‘quite dissatisfied’ or ‘very dissatisfied’. Some of the respondents did not reply to this question. The result of the survey is presented below in graph.

**GRAPH 22. Satisfaction with the bars and mini bars**

The above-mentioned graph shows the result of the customer satisfaction with the bars and mini bars of the hotel. 25% of the respondents were ‘very satisfied’ with the bars and mini bars. 18.8% of the respondents were ‘quite satisfied’ and 31.3% said that they could not say. The missing value representation those who did not reply to this question, was 25%.

TABLE 19. Satisfaction with staff hospitality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	13	81.3	81.3	81.3
	Quite satisfied	3	18.8	18.8	100.0
	Total	16	100.0	100.0	

It is important to know the opinion about the behavior of the staff of the hotel. So the respondents were asked 'how satisfied are you with the staff hospitality regarding friendliness responsiveness and politeness?'. There were five alternatives: 'very satisfied', 'quite satisfied', 'I cannot say', 'quite dissatisfied' and 'very dissatisfied'. The result of the response is presented below in the graph.

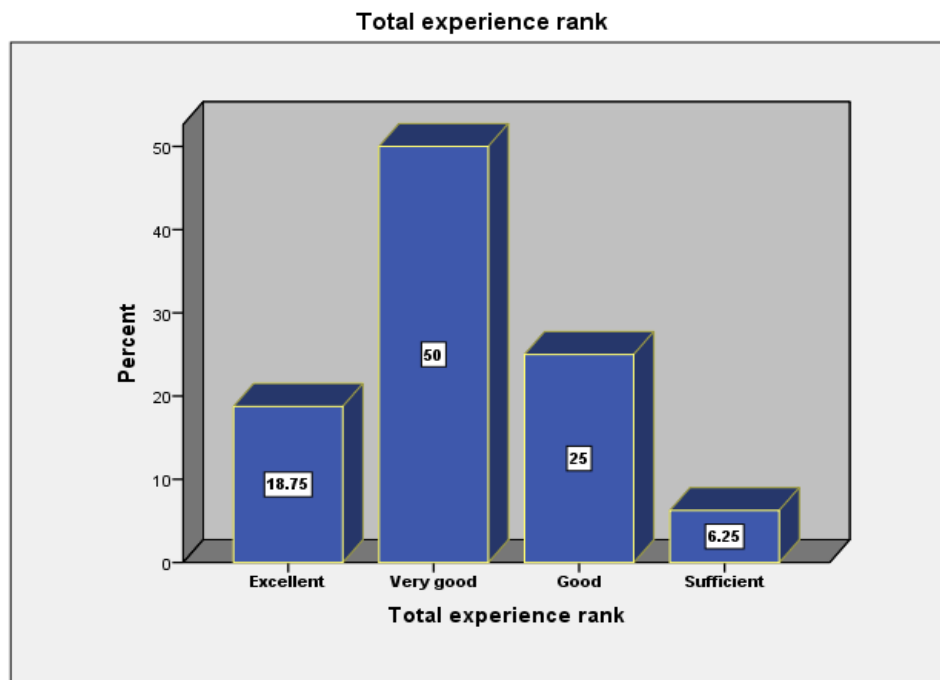
**GRAPH 23. Satisfactions with staff hospitality**

All of the respondents answered this question. Among them, 81.1% of the customers were 'very satisfied' with the staff hospitality of this hotel, whereas 18.8% of the customers were 'quite satisfied'.

TABLE 20. Total experience ranking

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	3	18.8	18.8	18.8
	Very good	8	50.0	50.0	68.8
	Good	4	25.0	25.0	93.8
	Sufficient	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

After measuring satisfaction based on every service offered, it is good to know their total experience while staying in the hotel. So the following question was ‘Finally how would you rank the hotel service according to your experience?’, the alternatives were ‘Excellent’, ‘Very good’, ‘Good’, ‘Sufficient’, ‘Satisfactory’. All of the respondents replied to this question so there is not any missing value. The result of the response is presented below in the graph.

**GRAPH 24. Total experience ranking**

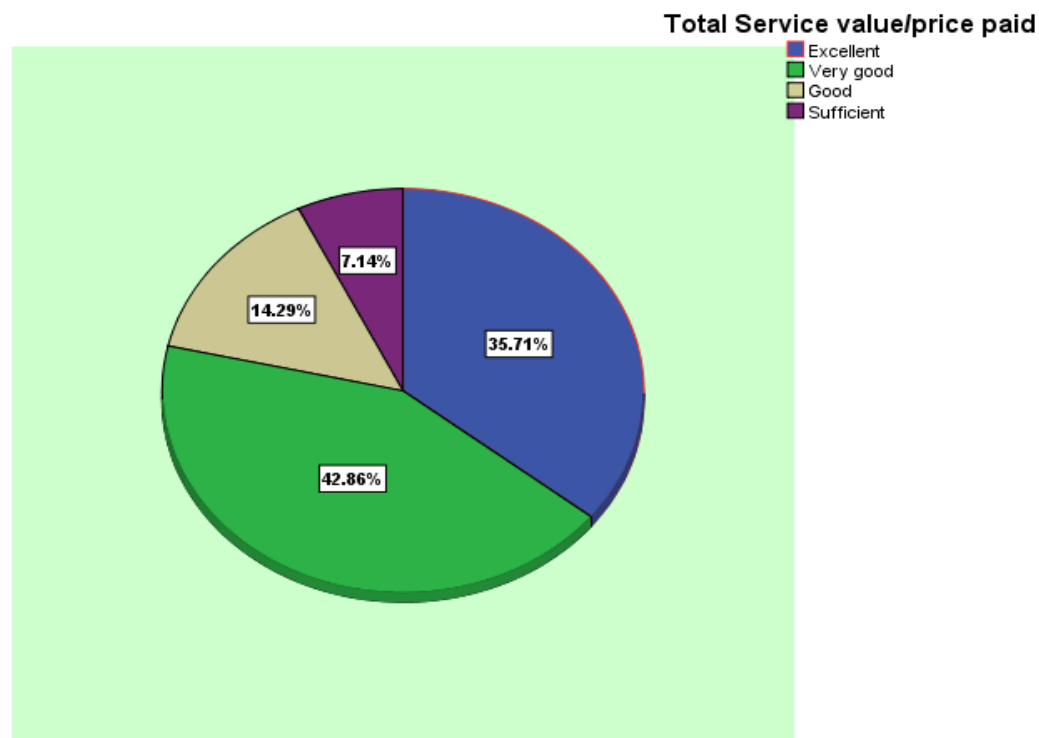
The above-mentioned graph shows the customer ranking on total service experience. Total service includes the experiences after they arrive at the hotel until they check out from the hotel. So this question includes the general opinion of the customer. According to the results, 18.8% of the customers replied that total experience was ‘excellent’. 50% of the customers

ranked it as 'very good', 25% ranked it as 'good' and 6.3% thought the experience was 'sufficient'.

TABLE 21. Total service value/price paid

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	5	31.3	35.7	35.7
	Very good	6	37.5	42.9	78.6
	Good	2	12.5	14.3	92.9
	Sufficient	1	6.3	7.1	100.0
	Total	14	87.5	100.0	
Missing	99	2	12.5		
Total		16	100.0		

The previous question was supposed to measure the total experience without comparing the price paid. In this question respondents were asked 'how would you rate our service value for the price paid?'. Here they could compare the price and the services they experienced. There were five alternatives: 'Excellent', 'Very good', 'good', 'Sufficient', 'Satisfactory'. Some of the respondents did not replied to this question. The result is presented below in the graph.



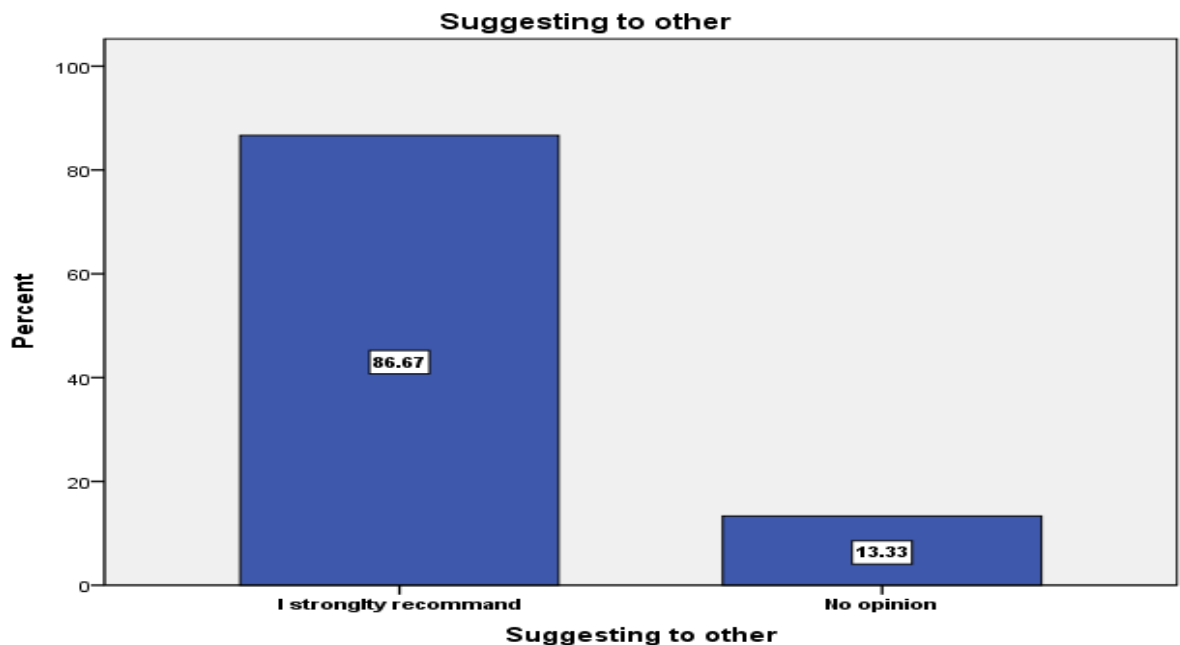
GRAPH 25. Total service value/price paid

According to the results, 31.3% of the customers replied that the service value was ‘excellent’, and 37.5% replied ‘very good’. 6.3% customer felt that the service was ‘sufficient’ comparing with price and 12% of the respondent did not reply to this question.

TABLE 22. Suggesting to others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I strongly recommend	13	81.3	86.7	86.7
	No opinion	2	12.5	13.3	100.0
	Total	15	93.8	100.0	
Missing	99	1	6.3		
Total		16	100.0		

At the last part of the questionnaire customer loyalty was measured with the question ‘How would you suggest Jugend Hotel to others?’ with the alternatives: ‘I strongly recommend’, ‘No opinion’, and ‘I don’t recommend’. 93.8% of the respondents replied to this question. Among them, 81.3% answered that they will strongly recommend this hotel to others and 12.5% did not have any opinion about recommendation but nobody said that they would not recommend. Graph is presented below.



GRAPH 26. Suggestions to others

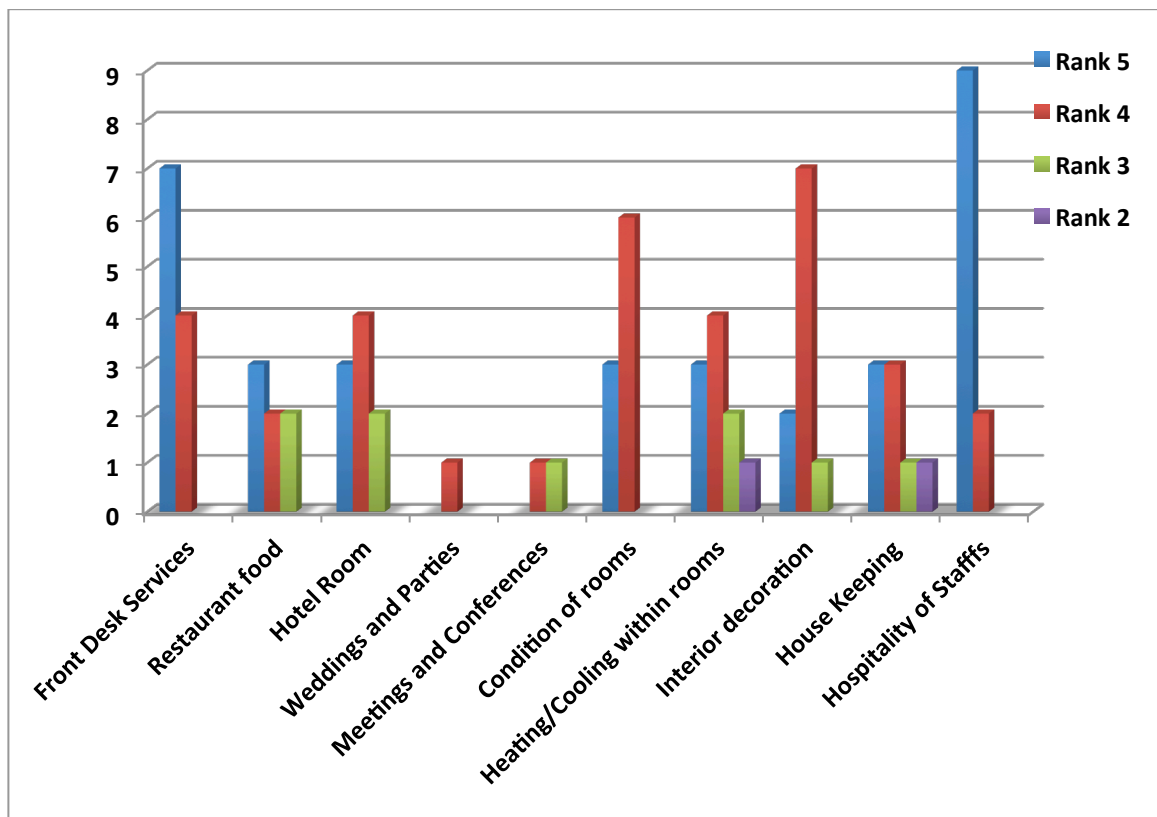
6.7 Ranking on various services

TABLE 23. Service ranking

Services /Rank	1	2	3	4	5
Front Desk Services				4	7
Restaurant food			2	2	3
Hotel Room			2	4	3
Weddings and Parties				1	
Meetings and Conferences			1	1	
Condition of rooms				6	3
Heating/Cooling within rooms		1	2	4	3
Interior decoration			1	7	2
House Keeping		1	1	3	3
Hospitality of Staff				2	9

***Rank 5= best and 1=poor**

At the last part of the questionnaire customers were allowed to give grades for the services where grade 5 shows the best service, and grade 1 shows the poor services. Most of the respondents ranked the services as they had used them, and most of the customers did not use the meeting and conference and the wedding party halls so it was less response in the table. In the table above, column 1 shows the name of the services, and row 1 show the ranking between 1-5. The rest of the cells represent the number of the respondents who have ranked the service. For example 7 respondents had ranked the front desk services as 5 rank. For more information a graph is presented below.



GRAPH 27. Service ranking

All of the various rankings are combined in the above-mentioned graph. 7 customers ranked the front desk services as grade 5, and 4 customers ranked 4 for the front desk services. Restaurant food was ranked as 5 by 3 customers, and 2 customers ranked 4 for the restaurant food. 3 customers ranked the hotel rooms with the 5 grade, 4 customers ranked a grade 4, and 2 customers gave grade 3. Wedding and parties had less respondents and only 1 customer ranked a 4 for this. Meeting and conferences were ranked a grade 4 and grade 3 by 1 customer. 3 customers ranked hotel room with grade 5 and 6 customer ranked a 4. For heating cooling system in the room 3 customers ranked it as grade 5, 4 customers ranked a 4, 2 customers ranked a 3 and 1 customer ranked it as grade 2.

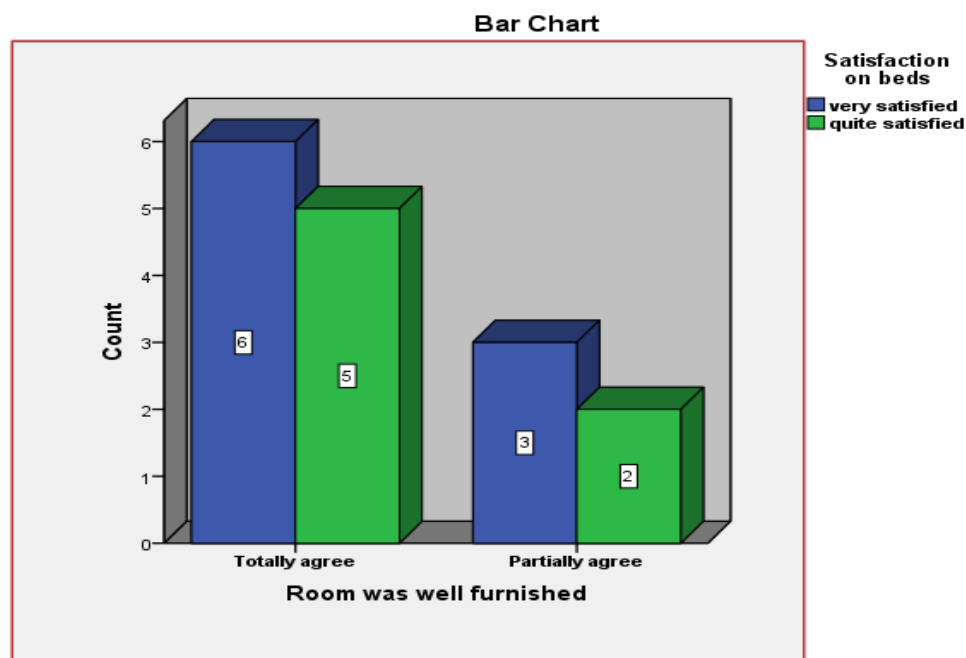
Interior decoration of the hotel was ranked as 5 by 2 customers, and as 4 by 7 customers whereas one customer ranked it as grade 3. 3 customers ranked housekeeping as grade 4 and 5. And 1 customer ranked 2 and 3 for housekeeping services. Finally hospitality of the staff was ranked as 5 by 9 respondents whereas 2 respondents ranked it as 4.

6.8 Cross-tab Analysis

A cross-tab analysis shows the relation between two different variables. For example it is analyzed if customers who were ‘satisfied with the bed provided’ were agreed on ‘the room was well furnished’, or not.

TABLE 24. Room was well furnished * Satisfaction with beds Cross tabulation

		Satisfaction on beds		Total
		very satisfied	quite satisfied	
Room was well furnished	Totally agree	6	5	11
	Partially agree	3	2	5
Total		9	7	16



GRAPH 28. Satisfaction with bed and furniture

According to the graph above, we can see the customers who agreed that the room was well furnished, those were also satisfied with the beds provided by the hotel. There are ‘more totally agreed’ customer on well-furnished rooms and they were ‘very satisfied’ with beds. On the other hand, there were less ‘quite satisfied’ customers with bed who were ‘partially agree’ on the room was well furnished.

7 CONCLUSIONS

This thesis was started with the theoretical part introducing customer satisfaction and the related topic of satisfaction. After reading many sources on the related topic on the process of writing this report, it was understood that customer satisfaction is one of the determinants of the business. If there are no satisfied customers it is not easy for a business to exist on that field. On the other hand customer satisfaction is a matter of win-win. If customers are satisfied it is beneficial to the organization and customers as well. In accordance with the objective, a survey was conducted on customer satisfaction with various services, which are provided by Jugend Home Hotel. The survey was conducted in the hotel where respondents were random customers of the same hotel who wanted to respond to those questionnaires. Different kinds of questions were built with an attempt to cover all of the aspects of product and services of hotel. After having received all possible responses from some customers, the questionnaires were collected and SPSS software was used to analyze the data.

In the previous chapter the result of every question was interpreted one by one with the help of table and the graph. In this section the readers are able to know the general results of the survey. It was shown that most of the customers were female in this hotel, which accounts for approximately 56% of the guests. The biggest age group of customer was 36-50, which is 37% of the customers and the age group of 21-36 and more than 51 was also a large part which is followed by 31%. Located in a small city in Finland it is pretty normal that there are many customers from inside Finland than out of Finland. 63% of the customers were from Finland, and other customers were out of Finland, including the countries Sweden, Greece, Estonia, and England, which is about 37% of the total number of customers. Almost 2/3 of the customer here were suggested to stay at this hotel by someone else, which means that the previous customer who suggested them were pretty happy with the experience of this hotel.

7.1 Analysis of satisfaction on various services

Most of the customers were very satisfied with the services on arrival and checking in, reception service, breakfast, room furnishing, beds, cleanliness, booking system and staff hospitality of the hotel. In these services more than 50% of customers were 'very satisfied'. It seemed like only 6% of the customers were 'very satisfied' with the menu variety, even though 25% were quite satisfied and said 'very good'. The result shows that everybody said it was 'good' or but only a few said it was excellent. So it means there is some space for improvements. Regarding food quality the 'very satisfied' and 'quite satisfied' customers altogether were a little over 50%, and 'very dissatisfied' were 6%. Most of the customers have graded 4 and 5 for the house keeping service and all customers had marked 'very satisfied' and 'quite satisfied' with the cleanliness of the hotel. It means cleanliness and housekeeping service is on a good level, but still it is good to maintain this level and not let it go down, which is a challenge.

7.2 Satisfaction with rooms and facilities

Almost all of the customers were agreed on that the room was well furnished, but about 1/3 of the total number of customers were partially agreed on this. This means they missed something in the room. Facilities inside the bedroom and the common area is one of the important parts of the hotel such as, telephone, TV, etc. In this survey almost all of the customers were satisfied and 50% of the customers were 'quite satisfied'. It means they are somehow satisfied with the facilities provided, and the point to be noted is that 6% of customers were 'quite dissatisfied'. The hotel has a sauna where customer may go with the group and they were asked if they were happy with the sauna. In the sauna 25% of the customers were 'very satisfied' and almost 50% of the customers did not respond because they did not use the sauna, and 6% of the customers were 'quite dissatisfied'. Most of the customers gave grade 4 for the interior decoration of the hotel room. Same as air conditioning of the room most of the customers gave 4 and 5 grade for the room condition, which means those were nearly perfect.

7.3 Satisfaction with foods

Food is another aspect of a hotel as the hotel offers food for the customer, but only for groups. So they were asked if it was easier for them that the hotel offers food only for group and the result is surprising that every customer who replied to this question said 'No'. In another question more than 50% of the customers were satisfied with the food provided and it is not easy that the hotel offers only for groups, so they cannot eat food in the hotel. So here the situation is that they cannot eat even if they want to. About 80% of the customers were 'quite satisfied' and 'very satisfied' with the breakfast whereas 12% of the customers were 'quite dissatisfied'.

It has been seen that the staff's hospitality in this hotel is excellent, in that almost everybody has given grade 5 for staff's behavior. Some of the customers have written 'friendliness' as a reason to choose this hotel, and some of them have even marked 6 them selves in the grading table. This means they are very happy with the staff's friendliness and hospitality. Front desk service is excellent where they have given mostly grade 5 and 4 in table and nobody was dissatisfied and almost all were 'very satisfied' and 'quite satisfied' with the reception service. This is a plus point of this hotel that the customers like the staff of this hotel. 50% of the customers ranked their experience staying in this hotel as 'very good', whereas 18% ranked it as 'excellent' and 6% raked it as 'sufficient'. 31% of the customers ranked 'excellent' for the service compared with the price and 37% ranked 'very good' and 6% said it was sufficient. In general everybody was happy with the price and the service but the customers who ranked it as 'sufficient' were not so happy so it is a challenge to find out why they were not happy and try to improve it.

7.4 Suggestions

After having conducted the survey and analyzed the result, it has been seen that in some services of this hotel customers are really happy that they have given excellent response. This is a very nice aspect of the business. The management task is to keep maintaining that level of service quality after having satisfied customer. For example the satisfaction level is excellent for food, staff hospitality management, beds, cleanliness etc. Some kind of dissatisfaction

under those sections might be with the customers who have given 'quite satisfied' opinion. Trying to find out why this happened and improving those aspects will be helpful for the hotel to maintain their customers

There is seen that in some aspects the customers were somehow unhappy that the restaurant is not offering food for individual customers. Of-course it would be a win-win strategy if the hotel could offer food for those customers. It has become clear that only a few customers were 'very satisfied' with group sauna even though a few customers did not reply to this question. For example, it is found that some customers were 'very dissatisfied' with the facilities in the room even though they did not comment anything in words and it would have been good to figure out if there was something incomplete. Even if there are enough customers who are 'very satisfied' and 'quite satisfied' with the breakfast, there were a few customers who were 'quite dissatisfied' with the breakfast provided by hotel. This is an area of improvements for the hotel. Some of the customers were 'very satisfied' and 'quite satisfied' with the food and some have commented that French food is the best of this hotel, but still it is found that some customers were 'very dissatisfied' with the food quality. Finding a little space to improve is the best way to keep their customers for an organization

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Questionnaire in English

Customer Satisfaction Survey in Jugend Home Hotel

Satisfaction of the customer is one of the key ideas behind a successful business. It makes it easier to keep long-term relations with the existing customers and helps to find new customers. This survey is carried out to find out the satisfaction level of the customers of Hotel Jugend and to help to improve our services in the future. This survey is carried out by the Student of Central Ostrobothnia UAS with the co-operation of hotel official. Below are few questions about the hotel services. You may mark [O] according to your experiences in this hotel. The answering will not take more than 15 minutes for you. Your help will be valuable for us in improving our services.

1. Gender

- a. Male b. Female

2. Age group

- a. 1-20 b. 21-35 c. 36-50 d. Over 51 years

3. From:-

- a. Ostrobothnia c. Europe: Country
- b. Finland d. Outside of Europe: Country

4. How often have you visited this hotel before?

- a. It is my first time d. 4-5 times
- b. 2-3 times e. more than 5 times

5. Why did you select this hotel?

- a. Previous visit was good d. By recommendation
- b. Just Randomly e. Other. What?.....

6. How satisfied are you with the service on arrival and checking in Hotel?

- a. Very satisfied d. Quite dissatisfied
- b. Quite satisfied e. Very dissatisfied
- c. I can not say

7. How satisfied are you with the reception services of this hotel?

- a. Very satisfied d. Quite dissatisfied
- b. Quite satisfied e. Very dissatisfied
- c. I can not say

8. Menu variety in this hotel was?

- a. Excellent d. sufficient
- b. Very good e. satisfactory
- c. Good

9. How satisfied are you with the food provided by the hotel, regarding quality and quantity of the food?

- a. Very satisfied d. Quite dissatisfied
- b. Quite satisfied e. Very dissatisfied
- c. I can not say

10. How satisfied are you with the breakfast food provided by the hotel?

- a. Very satisfied
- b. Quite satisfied
- c. I can not say
- d. quite dissatisfied
- e. Very dissatisfied

11. Is it easier for you that hotel offer restaurant food only for groups?

- a. Yes
- b. No

12. Your room was well furnished.

- a. Totally agree
- b. Partially agree
- c. I can not say
- d. partially agree
- e. Disagree

13. How satisfied are you with the beds provided by hotel?

- a. Very satisfied
- b. Quite satisfied
- c. I can not say
- d. Quite dissatisfied
- e. Very dissatisfied

14. How satisfied are you with the Group Sauna?

- a. Very satisfied
- b. Quite satisfied
- c. I cannot say
- d. quite dissatisfied
- e. very dissatisfied

15. How satisfied are you about the hotel cleanliness?

- a. Very satisfied
- b. Quite satisfied
- c. I can not say
- d. Quite dissatisfied
- e. Very dissatisfied

16. Have you been satisfied with the facilities available in bedrooms such as Internet, TV, and Telephone etc?

- a. Very satisfied
- b. Quite satisfied
- c. I can not say
- d. Quite dissatisfied
- e. Very dissatisfied

17. Are you satisfied with the booking system of hotel services? - Booking for conference room, Hotel room, Party hall etc.

- a. Very satisfied
- b. Quite satisfied
- c. I can not say
- d. Quite dissatisfied
- e. Very dissatisfied

18. How satisfied are you about the bars and mini bars in this hotel and hotel rooms?

- a. Very satisfied
- b. Quite Satisfied
- c. I cannot say
- d- Quite dissatisfied
- e. Very dissatisfied

19. How satisfied are you with the staff hospitality regarding friendliness responsiveness and courtesy?

- a. Very satisfied
- b. Quite Satisfied
- c. I cannot say
- d. Quite dissatisfied
- e. Very dissatisfied

20. Reservation system of this hotel service are good enough.

- a. Totally agree
- b. Partially agree
- c. I can not say
- d. partially disagree
- e. Totally disagree

21. Finally, how would you rank the hotel services according to your experience?

- a. Excellent
- b. Very good
- c. Good
- d. sufficient
- e. Satisfactory

22. How would you rate our service value for the price paid?

- a. Excellent
- b. Very good
- c. Good
- d. Sufficient
- e. Satisfactory

[* Point 5=Perfect services, 1= Very poor services]

Services /Rank	1	2	3	4	5
Front Desk Services					
Restaurant food					
Hotel Room					
Weddings and Parties					
Meetings and Conferences					
Condition of rooms					
Heating/Cooling within rooms					
Interior decoration					
House Keeping					
Hospitality of Stafffs					

23. How would you suggest Jugend Hotel to other?

- a. I strongly recommend
- b. No Opinion
- c. I don't recommend

Free Words for the comments. If it is related with the particular question, write the question number first then comment.

Thank You for your Help

Questionnaire in Finnish

Asiakastyytyväisyyskysely - Jugend Home Hotel

Asiakkaan tyytyväisyys on yksi yrityksen menestyksen kulmakivistä. Se helpottaa olemassa olevien asiakassuhteiden säilyttämistä ja auttaa löytämään uusia asiakkaita. Tämä kysely toteutetaan Hotel Jugendin asiakastyytyväisyyden määrittämiseksi ja palveluiden parantamiseksi tulevaisuudessa. Tämä tutkimus tehdään yhteistyössä Keski-Pohjanmaan ammattikorkeakoulun opiskelijan ja Jugend hotellin kanssa. Alla olevat kysymykset koskevat hotellin palveluita. Kysymyksiin vastataan merkitsemällä [O] oikeaan kohtaan, kokemustesi perusteella. Kyselyn täyttäminen kestää noin 15 minuuttia. Apusi on meille tärkeää palveluidemme parantamiseksi.

24. Sukupuoli

- a. Mies b. Nainen

25. Ikäryhmä

- a. 0- 20 b. 20-35 c. 36-50 d. Yli 51

26. Tulen

- a. Pohjanmaalta b. Euroopasta : Maa
b. Suomesta d. Euroopan ulkopuolelta: Maa

27. Kuinka useasti olet vieraillut hotellissa aiemmin?

- a. Vierailen hotellissa ensimmäistä kertaa 4-5 kertaa
b. 2-3 kertaa Yli 5 kertaa

28. Miksi valitsit tämän hotellin?

- a. Aiemman vierailun perusteella c. Sattumalta
b. Suosituksesta d. Muu syy.....

29. Miten tyytyväinen olet palveluihin hotelliin saavuttaessa ja sisäänkirjauttuessa?

- a. Erittäin tyytyväinen
b. Melko tyytyväinen d. Melko tyytymätön
c. En osaa sanoa e. Erittäin tyytymätön.

30. Miten tyytyväinen olet ollut hotellin vastaanottopalveluihin?

- a. Erittäin tyytyväinen c. Melko tyytymätön
b. Melko tyytyväinen d. Erittäin tyytymätön.
c. En osaa sanoa

31. Ruokalistan monipuolisuus oli?

- a. Erinomainen d. Riittävä
b. Erittäin hyvä e. tyydyttävä
c. Hyvä

32. Miten tyytyväinen olet ollut hotellin tarjoaman ruuan laatuun ja määrään?

- a. Erittäin tyytyväinen d. Melko tyytymätön
b. Melko tyytyväinen e. Erittäin tyytymätön.
c. En osaa sanoa

33. Miten tyytyväinen olet hotellin tarjoamaan aamiaisen?

- a. Erittäin tyytyväinen Melko tyytymätön
b. Melko tyytyväinen Erittäin tyytymätön
c. En osaa sanoa

34. Onko sinulle helpompaa, että hotelli tarjoaa ravintolaruokaa vain ryhmille?

- a. Kyllä b. Ei

35. Huoneenne oli hyvin kalustettu.

- | | |
|--------------------------|---------------------|
| a. Täysin Samaa mieltä | d. Melko eri mieltä |
| b. Osittain Samaa Mieltä | e. Eri mieltä |
| c. En osaa sanoa | |

36. Miten tyytyväinen olet ollut hotellin sänkyihin?

- | | |
|-------------------------|------------------------|
| a. Erittäin tyytyväinen | d. Melko tyytymätön |
| b. Melko tyytyväinen | e. Erittäin tyytymätön |
| c. En osaa sanoa | |

37. Miten tyytyväinen olet hotellin saunaan?

- | | |
|-------------------------|------------------------|
| a. Erittäin tyytyväinen | d. Melko tyytymätön |
| b. Melko tyytyväinen | e. Erittäin tyytymätön |
| c. En osaa sanoa | |

38. Miten tyytyväinen olet hotellin siisteystasoon?

- | | |
|-------------------------|------------------------|
| a. Erittäin tyytyväinen | d. Melko tyytymätön |
| b. Melko tyytyväinen | e. Erittäin tyytymätön |
| c. En osaa sanoa | |

39. Miten tyytyväinen olet ollut makuuhuoneiden varusteluun (Esim. Internet, TV, puhelin jne.)?

- | | |
|-----------------------|------------------------|
| a. Täysin tyytyväinen | d. Melko tyytymätön |
| b. Melko tyytyväinen | e. Erittäin tyytymätön |
| c. En osaa sanoa | |

40. Kuinka tyytyväinen olet hotellin online-varausjärjestelmään? Neuvotteluhuoneen, hotellihuoneen tai juhlasalin varaamiseen?

- | | |
|-----------------------|------------------------|
| a. Täysin tyytyväinen | d. Melko tyytymätön |
| b. Melko tyytyväinen | e. Erittäin tyytymätön |
| c. En osaa sanoa | |

41. Kuinka tyytyväinen olet hotellin ja hotellihuoneen baariin ja minibaarin?

- | | |
|-------------------------|------------------------|
| a. Erittäin tyytyväinen | d. Melko tyytymätön |
| b. Melko tyytyväinen | e. Erittäin tyytymätön |
| c. En osaa sanoa | |

42. Miten tyytyväinen olet henkilökuntaan, ottaen huomioon ystävällisyyden, reagoitavuuden ja kohteliaisuuden?

- | | |
|-------------------------|------------------------|
| a. Erittäin tyytyväinen | d. Melko tyytymätön |
| b. Melko tyytyväinen | e. Erittäin tyytymätön |
| c. En osaa sanoa | |

43. Varausjärjestelmä tämän hotellin palvelu on riittävän hyvä.

- | | |
|--------------------------|---------------------|
| a. Täysin samaa mieltä | d. Melko eri mieltä |
| b. Osittain samaa mieltä | e. eri mieltä |
| c. En osaa sanoa | |

44. Miten arvostelisit hotellin palvelut kokemustesi mukaan?

- | | |
|-----------------|---------------|
| a. Erinomainen | d- Riittävä |
| b. Todella hyvä | e. tyydyttävä |
| c. Hyvä | |

45. Miten arvioisit palvelun laatua verrattuna maksettuun hintaan?

- | | |
|-----------------|---------------|
| a. Erinomainen | d. Riittävä |
| b. Todella hyvä | e. Tuuduttävä |
| c. Hyvä | |

[* 5=Täydelliset palvelut, 1=Erittäin huonot palvelut]

Palvelut /Pisteet	1	2	3	4	5
Vastaanotto					
Ravintolaruoka					
Hotellihuone					
Häät ja juhlat					
Kokoukset ja neuvottelut					
Huoneiden Kunto					
Lämmitys/ Ilmastointi					
Sisustus					
Siivous					
vieraanvaraisuudesta esikunnat					
Asiakaspalvelu					

46. Miten kuvailisit Jugend Hotellia ystävillesi, sukulaisillesi tai tuttavillesi?

- Suosittelen lämpimästi
- En osaa sanoa
- En suosittelen

Vapaa Sanat (jos se liittyy erityisen kysymyksen, kirjoita kysymyksen numero ensin sittenkommentti) :

kiitoksia